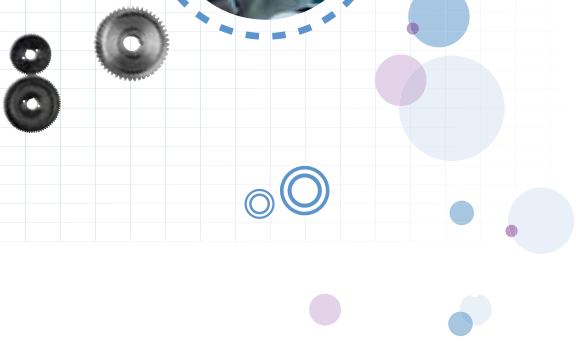


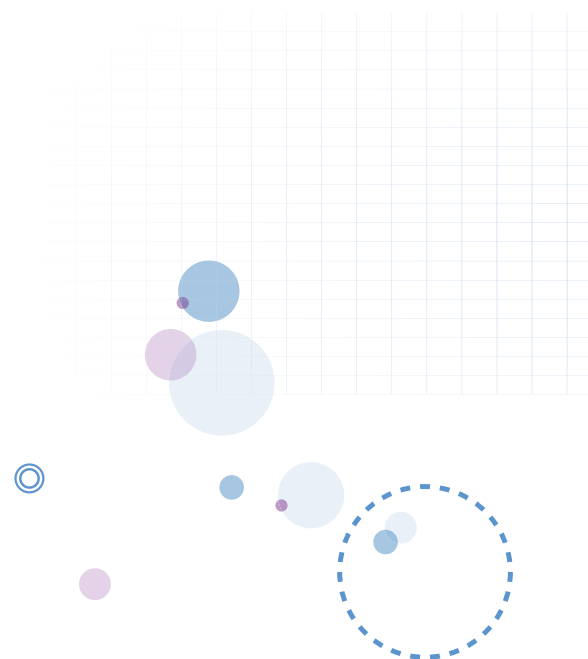


Knowledge, skills and competences for recovery and growth

Work programme 2010

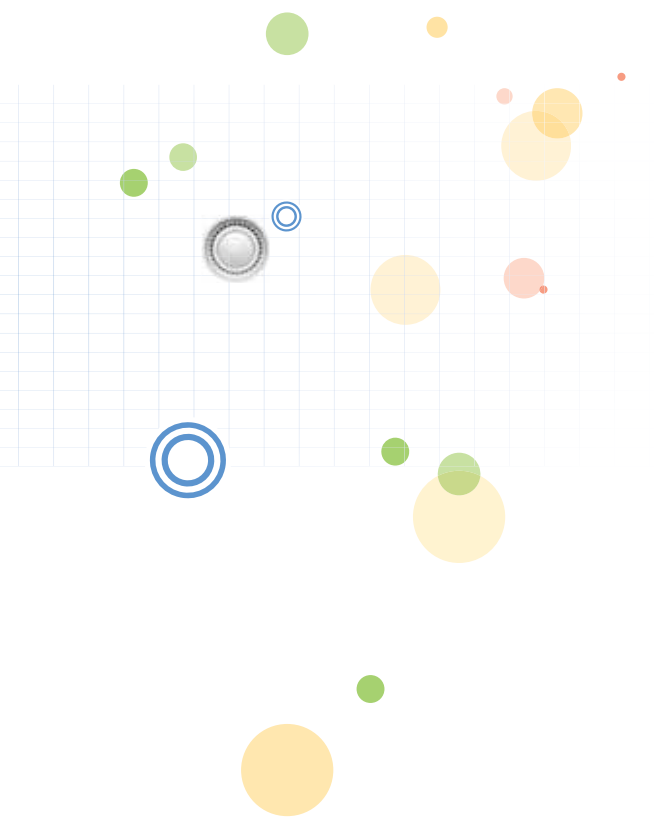






Knowledge, skills and competences for recovery and growth

Work programme 2010



A great deal of additional information on the European Union
is available on the Internet.
It can be accessed through the Europa server (<http://europa.eu>).

Cataloguing data can be found at the end of this publication.

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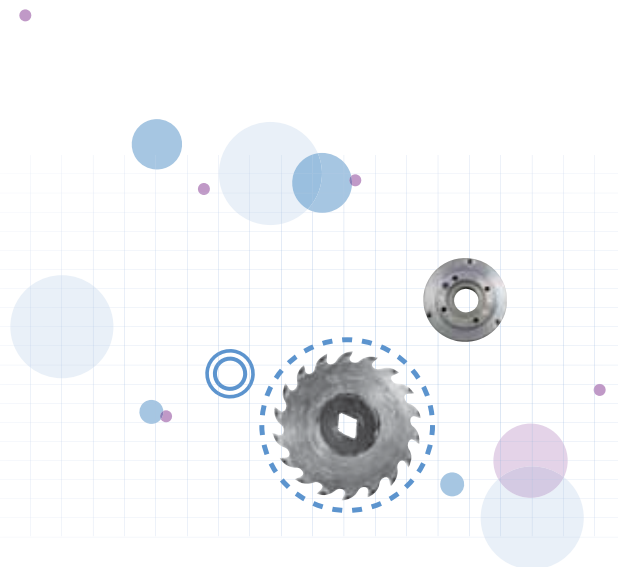
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The **European Centre for the Development of Vocational Training** (Cedefop) is the European Union's reference centre for vocational education and training. We provide information on and analyses of vocational education and training systems, policies, research and practice. Cedefop was established in 1975 by Council Regulation (EEC) No 337/75.

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Introduction

The economic crisis casts a shadow over 2010. Unemployment is expected to rise and threats of cuts in investment, particularly investment in people, persist. It is against this difficult background and to support economic recovery, that the work of the European Union (EU), its Member States and social partners ⁽¹⁾ to make Europe's education and training systems the best in the world continues.

Progress has been made. Since meeting in Copenhagen in 2002, the EU has systematically agreed European vocational education and training (VET) policy priorities and developed common European tools. Progress has been reviewed every two years at meetings in Maastricht, Helsinki and in Bordeaux on 26 November 2008, the European Commission, European Ministers for VET and the social partners announced that '... a European VET area is being built, based on transparency and mutual trust' ⁽²⁾.

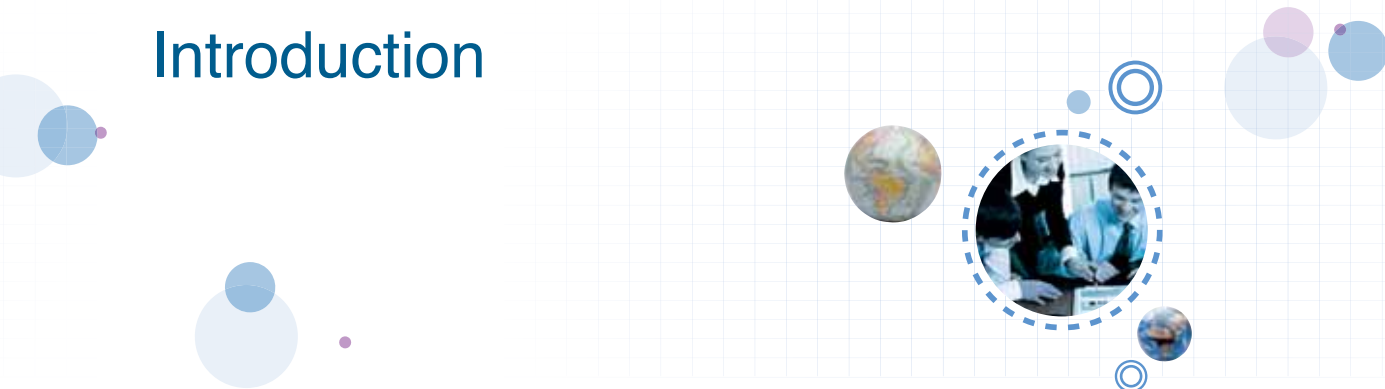
The recession is affecting VET reform in Europe. It may speed up the pace of change which, although steady and sure, has been slow because of its necessary focus on the long term, but the recession is demanding short-term responses that may distract attention and resources away from implementing lasting reforms. Answers may be clearer at the next review of progress scheduled in December 2010 in Bruges. In the meantime, Cedefop will continue to make the case for and support the development of policies to modernise VET.

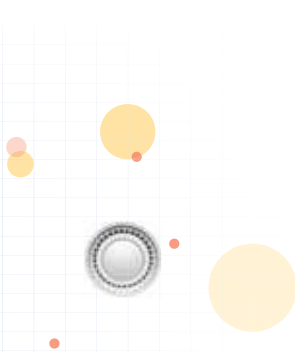
Cedefop, founded in 1975 ⁽³⁾ and based in Greece since 1995, is the EU's agency for European VET policy. Cedefop's work is firmly

based on policy and action agreed at European level and the relevant texts are referenced throughout the work programme. Its activities cover initial and continuing VET and VET aspects of lifelong learning. The specific issues Cedefop works on reflect the EU policy agenda which integrates the interests, priorities and needs of policy makers among its major partners the European Commission, Member States, and the social partners who are, uniquely, present at all levels of VET policy and practice, in particular sectors and enterprises. Cedefop's added value is the high quality of its analyses, expertise and information. Cedefop provides:

- (a) an independent, scientific and European perspective through comparative analyses of developments across the EU that raise awareness and understanding of VET issues;
- (b) insights into complex issues to identify common European approaches and principles to improve VET and achieve common aims;
- (c) a unique forum that brings together diverse VET interests of policy-makers, social partners, individual learners, researchers and practitioners to debate proposals for policy and research;
- (d) increased awareness of VET's image and importance, ensuring VET issues are considered in other policies, including general education, employment and social policy.

Cedefop's strategic objective for 2009-11 ⁽⁴⁾ is to 'contribute to excellence in VET and





strengthen European cooperation in developing, implementing and evaluating European VET policy'. This strategic objective is supported by four priorities:

- (a) informing European VET policies;
- (b) interpreting European trends in and challenges for skills, competences and learning ⁽⁵⁾;
- (c) assessing VET's benefits;
- (d) raising the profile of VET.

These priorities focus Cedefop's policy analysis, research, and networking activities on gathering evidence and using its expertise to fill knowledge gaps, generate new insights, raise awareness of and provide policy and technical advice on VET issues. Cedefop measures these outcomes by monitoring evidence of stakeholders' interest in the information it provides. Cedefop, as an organisation, aims to have an impact on strengthening European cooperation, promoting an evidence-based European VET and skills policy agenda and through this to be acknowledged as an authoritative source of information on VET, skills and competences. Clearly, Cedefop cannot achieve this impact on its own, but it measures its impact through evidence of people using the outcomes of its work *indirectly, or along with other factors*, to develop European VET policy and strengthen cooperation.

This work programme outlines how Cedefop will support European VET policy in 2010. It is divided into:

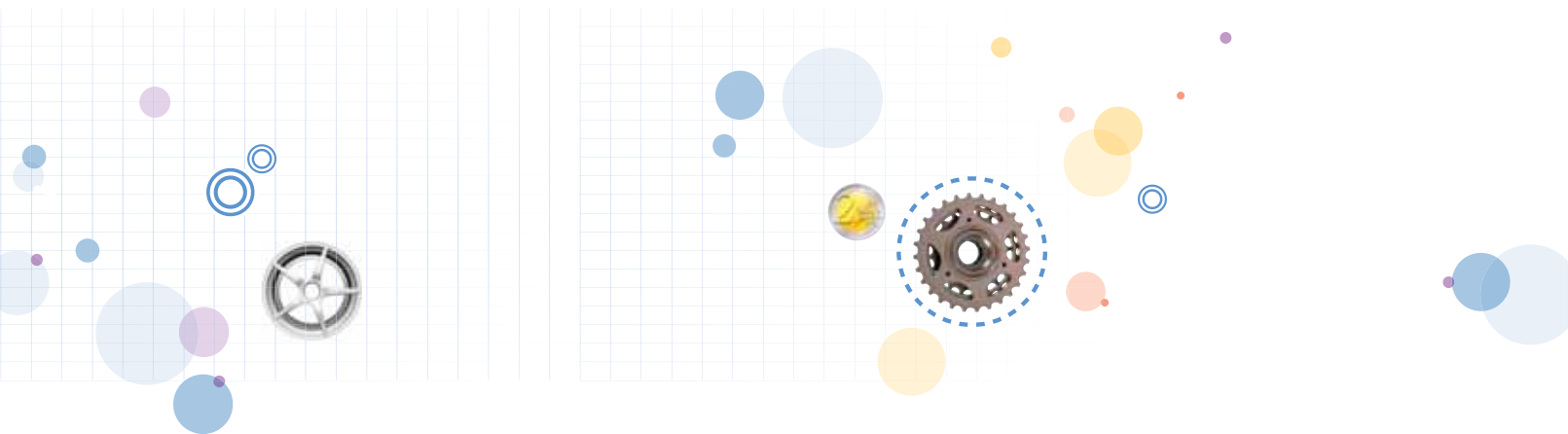
- (a) a narrative reviewing the policy background and outlining how Cedefop will take forward its four priorities in 2010;

- (b) detailed activity and project fiches. They show the expected outcomes of Cedefop's activities and the outputs of each activity's projects that will help achieve them. The outcome indicators to measure performance for the activity are also shown in the fiches. How activities and their projects relate to the four priorities is shown in Table 1;
- (c) an activity-based budget (ABB) that shows the human and financial resources allocated to each activity.

Policy background

Despite the economic downturn, Europe ⁽⁶⁾ faces a potential skill shortage in the near future that could be made worse by a reduction in investment in skills as a result of the recession.

In 2008, Cedefop forecast that most job opportunities from now until 2020 ⁽⁷⁾ will require medium-level and high-level qualifications. The recession may change the number of jobs available, but the underlying trends and structures are clear. Demand for higher and a broader range of skills will continue. The sharp decline in jobs for those with no or low qualifications (from around a third of all jobs in 1996 to less than a fifth in 2020) is inevitable. The crisis may also lead to substantial economic restructuring as countries, regions and enterprises seek to rebuild and create new jobs. The economic crisis emphasises that people need key competences (that can be used across many different occupations) as well as job-specific skills to help them adapt, learn

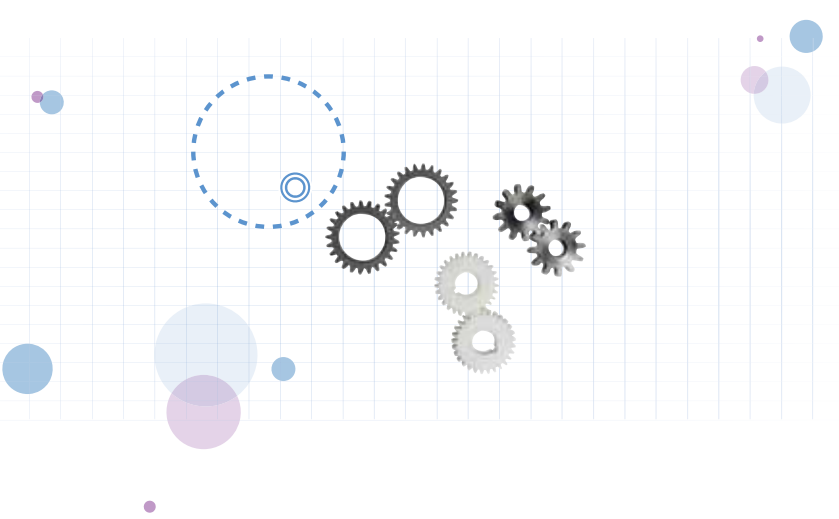


continuously and be creative ⁽⁸⁾. Europe needs a comprehensive approach to learning which is both lifelong and life-wide. This requires an approach based on competences and learning outcomes which challenges traditional education and training methods based on inputs and systems.

Encouragingly, skills and competences are recognised as essential to the economic recovery plan. The European Commission's consultation document on the future EU 2020 strategy ⁽⁹⁾ emphasises knowledge-based growth and argues against cutting spending in forward-looking areas such as education. This echoes the Bordeaux ministerial conference, in November 2008, which stressed the importance of investing in VET in the current economic crisis. The European Commission, in its Communication on a shared commitment for employment ⁽¹⁰⁾, backed up its call for investment in training and skills by providing EUR 19 billion from the European Social Fund in 2009-10 to support the recovery, highlighting the importance of VET in tackling the crisis. Overall, there appears to be a consensus among governments and social partners to try to keep people in work. Many Member States are following 'flexicurity' principles by providing public funds, supported by the European Social Fund, to enable firms to combine short-time work with training. Enterprises often had problems in finding skilled workers before the crisis and are keen to keep the skills they need for the recovery. As well as being key to recovery and to developing a competitive and greener European economy, EU 2020

recognises the importance of skills to empower individuals and to build a more inclusive society. It suggests that, in the post-crisis economy, 'flexicurity' needs further development to enable people to manage job and career changes throughout working life. Skills and lifelong learning are essential to managing these changes and to avoiding long-term unemployment and social exclusion.

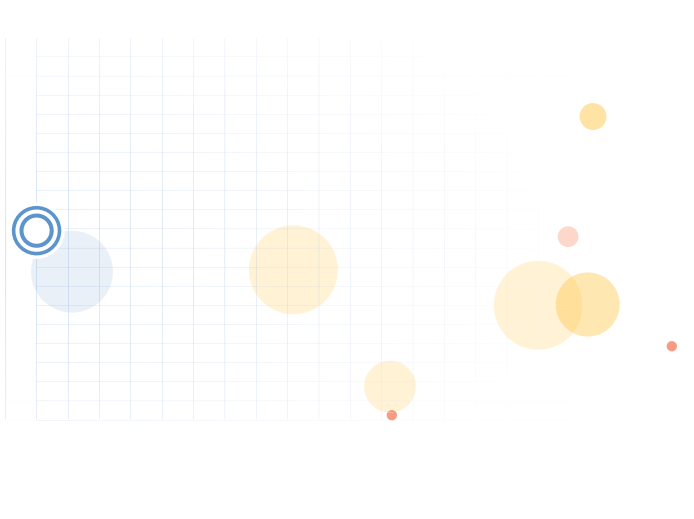
Some Member States are increasing or at least maintaining expenditure on education and training despite falls in revenue. However, current levels of public funding cannot continue forever and some Member States are already in the unhappy situation of having to make cuts. The major challenge will be to keep the focus on the long term. Focus also needs to be maintained on VET's role in lifelong learning which can, sometimes, be overlooked. Europe's ageing workforce has to develop and update the skills to cope with rapid advances in new technology and the pressure of implementing new work processes and organisation to combat climate change. There will be fewer young people, but many are staying on in education, in particular higher education and deferring their entry into the labour market. Owing to recession, many might choose general rather than vocational courses as job prospects are less certain. In meeting these challenges, VET has a clear role to play. Policies to modernise VET have been devised and European tools to encourage mobility and learning throughout life have been developed, but they need time to be implemented and to take effect. The recession can bring pressure for short-term solutions as



unemployment rises. The temptation to put off long-term reform for short-term gain may have to be resisted.

Cedefop's work programme 2010 is consistent with the European VET policy framework set by the Lisbon strategy ⁽¹¹⁾, the proposals in the EU 2020 consultation document ⁽¹²⁾ Education and training 2020 ⁽¹³⁾ (the updated strategic framework for European cooperation in education and training which sets out themes that Cedefop is working on, such as qualifications and learning outcomes, lifelong guidance, teachers and trainers and anticipating skill needs), the Copenhagen process ⁽¹⁴⁾ and the new skills for new jobs initiative ⁽¹⁵⁾ launched by the European Commission in 2008. It also supports policy developments in lifelong learning such as Europe's renewed social agenda ⁽¹⁶⁾. Cedefop's work programme illustrates the role that Cedefop can play through its advice and expertise in helping develop policies for knowledge, skills and competences for economic recovery and growth.

In line with its priorities for 2009-11, the European Commission, Member States and European social partners have entrusted Cedefop with important tasks, which are Cedefop's flagship projects for 2010. The first of these is to present the next European VET policy report to ministers in December 2010 in Bruges, which will review Member States' progress in implementing European VET priorities since 2002 and provide an informed basis for policy making. Secondly, under the new skills for new jobs initiative, Cedefop will regularly update its forecasts of skill demand and



supply which have stimulated debate on how Europe will develop its employment opportunities and can raise the skill level of its workforce. Thirdly, Cedefop will continue to provide expertise to develop and help implement common European tools, including the European qualifications framework, European credit system in VET, Quality assurance and Europass, which support mobility and common principles in areas such as lifelong guidance and validating informal learning.

Cedefop's work on policy development is complemented by its research. Cedefop's research on skills, the benefits of VET and the role of qualifications all look beyond 2010, when the strategy agreed in Lisbon in 2000 ends and will help bridge the transition to the new strategy.

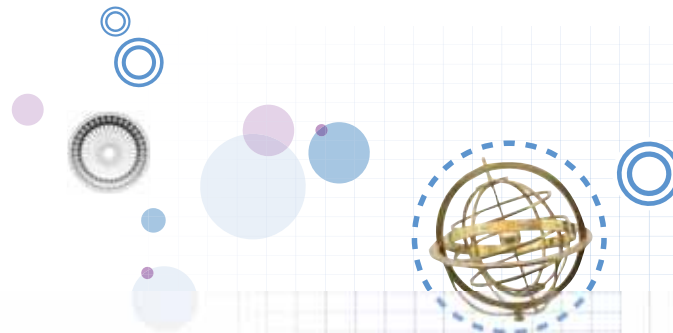


Table 1. **Relation of activities and projects to Cedefop's medium-term priorities 2009-11 and the Activity-Based Budget (ABB)**

	MTP 1	MTP 2	MTP 3	MTP 4
MEDIUM-TERM PRIORITIES (MTP)	Informing European VET policies	Interpreting European trends in and challenges for skills, competences and learning	Assessing VET's benefits	Raising the profile of VET
	Analysing and reporting on policy developments	Skills and competences analysis	Researching VET	External communication
	Policy reporting VET in Europe – Country reports VET Financing European network of reference and expertise – ReferNet	Skills forecasting Skill needs in sectors Skill needs of enterprises Skill mismatch Skillsnet and stakeholder cooperation	Research reporting National research reports Statistics and indicators	Communication with: Stakeholders and PR News services Cedefop's web portal
	Supporting development and implementation of common EU tools	Qualifications for lifelong learning		Documentation and information
			Databases and reference service Records management & archives Electronic information systems	
			Publications	
			Editing and translation Layout and design Printing and dissemination	
	Study visits			
RESOURCES – ABB	Policy analysis ReferNet Education and training 2010/a Study visits	Skill needs Education and training 2010/b	VET research	External communication Documentation and information Publications

PRIORITY 1

Informing European vocational education and training policies



Analysing and reporting on policy developments

Following its mandate from the European Commission, European Ministers for VET, and social partners in successive communiqués at Maastricht in 2004 ⁽¹⁷⁾, Helsinki in 2006 ⁽¹⁸⁾ and Bordeaux in November 2008 ⁽¹⁹⁾, Cedefop monitors and analyses progress by Member States in implementing agreed European VET policy priorities. Under the ‘Copenhagen process’, every two years, Cedefop provides a comparative analysis of policy developments to modernise VET.

Working closely with the European Commission and the Belgian Presidency and analysing information from various sources, Cedefop’s **European VET policy report** will be presented at the informal ministerial meeting in Bruges, in December 2010. It will be particularly important this year as it will be the last under the current Lisbon strategy and will take stock of the Copenhagen process which was launched in 2002 to strengthen European cooperation in VET. Outlining insights of the possible effects of the economic crisis and recovery plans on VET reform, the report will provide evidence to support decisions on European VET policy after 2010.

Most of the information for the European VET policy report comes from directors-general for vocational training in Member States and Cedefop’s European network of reference and expertise (ReferNet). For the 2010 report, it will be complemented, for the first time, by information from the European social partners.

ReferNet covers all Member States plus Norway and Iceland. In addition to supporting policy reporting and disseminating Cedefop’s work in Member States, ReferNet provides regular thematic overviews of national VET systems for Cedefop’s **VET in Europe** database (which can be downloaded from Cedefop’s website) and other information used in many Cedefop projects.

Investment in human capital is a high priority ⁽²⁰⁾. How to increase, or even maintain this investment in the current economic climate and especially in its aftermath when public budgets are expected to be particularly tight, is a key issue. Cedefop has worked on **VET financing** since 2007 and has built up a comprehensive collection of information covering all Member States and several non-EU countries. In 2010, Cedefop will continue to review and analyse trends and funding instruments to assess their pros and cons and identify best practice examples of cost-sharing policies and innovative funding mechanisms. Conclusions will inform policy making and be disseminated and debated in workshops.

Supporting development and implementation of common European tools

As part of the Copenhagen process and updated strategic framework for European cooperation, Cedefop will continue to help develop and implement common European tools. The tools touch almost all aspects of VET



reform and are the result of the close cooperation between European Commission, Member States and social partners searching for common solutions to make VET systems more flexible, accessible and more open to learning in other Member States through mobility for periods of study abroad. Collectively they will make it easier to move between general and vocational education and to acquire new skills and qualifications throughout working life. These changes are fundamental and not just to support economic recovery. Demographic trends in Europe point to fewer young people entering the labour market. New skills for new jobs and to cope with changes in current ones must come from the existing workforce. Current economic problems make this worse as young people miss out on training opportunities if firms, despite incentives from national governments, cut back on recruitment and apprenticeships. In 2010, several European tools will be in a key stage of implementation, others undergoing monitoring and review.

The **European qualifications framework (EQF)** is a tool for comparing qualifications throughout Europe to support lifelong learning and educational and job mobility, making the prospect of a European labour market and learning area more of a reality for people. The EQF and the emerging national qualifications frameworks that are linked to it, provide a structure of levels that make it possible to see how qualifications within and between countries relate to each other. This makes it easier to compare qualifications within Member States and can help to bring greater flexibility between

national education and training systems. Cedefop will support implementation of the EQF in line with the timing set out in the European Parliament and Council Recommendation of 2008 ⁽²¹⁾. In 2010, the priority is for countries to reference their national qualifications levels to the EQF. To achieve this objective, Cedefop will support this process through the advice and expertise it brings to the EQF advisory group (which is jointly coordinated with the European Commission) and its sub-groups (notably those on the EQF and quality assurance, the EQF and sectors and on recognition of learning outcomes).

Most countries implementing the EQF are setting up **national qualifications frameworks (NQFs)** and are using them as a tool to reform their education and training systems. The EQF and NQFs support creation of flexible learning pathways, enabling people to transfer from VET to general education and vice-versa, at all levels of learning. Cedefop will map, analyse and compare trends by looking at existing and emerging NQFs and their relationship to the EQF to provide a stronger basis for exchange of experiences and mutual learning. Further, Cedefop will provide updates on national situations concerning NQF development and implementation. This work will support the EQF Advisory Group and EQF national coordination points in the Member States.

To support implementation of the EQF, Cedefop will help prepare, carry out and summarise peer learning activities enabling stakeholders in Member States to exchange experience on the referencing process and on



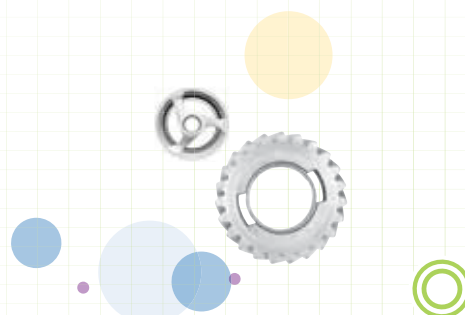
applying the learning outcomes approach. The European Commission is financing an EQF web-tool which Cedefop will help develop. Cedefop will also analyse results of EQF test and pilot projects in the Leonardo da Vinci and lifelong learning programmes and use the results to support EQF implementation. Cedefop will encourage consultation and involvement of all stakeholders in implementation of the EQF. Social partners support for NQFs is essential to ensure they have value on the labour market.

The **European credit system for VET (ECVET)** is being developed to enable learning outcomes to be transferred from one qualifications system to another, or between general and vocational education, to promote lifelong learning through VET. Working closely with the European Commission, Member States and social partners, Cedefop will support implementation of the ECVET as outlined in the Recommendation of the European Parliament and of the Council ⁽²²⁾. Cedefop will provide advice and expertise to the European Commission in the framework of the European ECVET network and ECVET users group.

Through seminars and disseminating its studies, such as *Credit systems and qualifications frameworks* (Cedefop forthcoming) ⁽²³⁾, Cedefop will raise awareness among VET stakeholders of the benefits and difficulties of using ECVET, placing its analysis in the wider context of education policy and labour market developments. Cedefop will also systematically analyse pilot projects (financed by the Leonardo da Vinci programme) to ensure their results are used to support implementation.

Quality assurance is the basis of trust in other VET systems. Success of the EQF and ECVET depends on this trust being in place. Cedefop will support implementation of the European quality assurance reference framework EQARF ⁽²⁴⁾ in line with the timing set out in the European Parliament and Council Recommendation provide expertise and advice to the working groups and networks, set up by the European Commission, which include representatives of Member States and social partners. In 2010, Cedefop will disseminate two studies, *External verification/accreditation of VET providers* and *Role of training for quality assurance in the social care sector*. Cedefop will organise jointly with the Belgian Presidency and in cooperation with the European Commission, a major conference on quality in VET – focusing on accreditation of VET providers – in December 2010.

The Decision of the European Parliament and of the Council to establish **Europass** ⁽²⁵⁾ to support geographical and job mobility. Europass is a portfolio of five instruments to make people's skills and qualifications more easily understood in Europe. Use of Europass has increased significantly in recent years, demonstrating its value to learners, workers and citizens across Europe. Cedefop, with the European Commission, will maintain and further improve Europass instruments and the Europass website (<http://europass.cedefop.europa.eu>). Cedefop will also carry out a pilot study to test the use of EQF and ECVET in the Europass certificate supplement and Europass mobility. It will also assess the relevance and potential of Europass



instruments for documenting, validating and certifying learning outcomes.

Study visits

Study visits for education and vocational training specialists support European cooperation and policy development in lifelong learning. They provide an opportunity for experts from different countries to meet and discuss issues of common interest and share their experience and expertise. Study visits are part of the lifelong learning programme 2007-13 ⁽²⁶⁾. They are carried out by national agencies and coordinated by Cedefop on behalf of the European Commission.

In 2010, Cedefop will prepare and disseminate the study visits catalogue for the academic year 2010/11. For the first time, on a pilot basis, there will be two calls for applications. The first call deadline will be March 2010 and the second October 2010. A new approach to providing support for the social partners will be to involve them in all study visits seminars and activities to encourage greater cooperation with other education and training stakeholders. Cedefop will monitor composition of the groups to help ensure a good balance of participants and evaluate and disseminate results of visits. Cedefop will help align study visits to the themes in the updated strategic framework for European cooperation in education and training and help ensure that study visits include themes of interest to policy makers, including social partners. Building on quality assurance and assessment

tools developed in 2009, Cedefop will start to assess the impact of study visits on participants and their organisations. In 2010, Cedefop will adapt its management information system to implement impact assessment tools and use the Cedefop web portal to disseminate the results of study visits and strengthen visibility of the programme.

Cedefop encourages participation by social partners in study visits to provide them with a forum to exchange experience and share knowledge with education and training specialists. Cedefop will continue to ensure that study visits include themes of interest to social partners. It will raise awareness of social partners' needs among national agencies managing the programme in participating countries and advise on how best to meet them. Through publications, seminars and other targeted activities, Cedefop will encourage social partners to participate in the study visits.

PRIORITY 2

Interpreting European trends in and challenges for skills, competences and learning



Skills and competences analysis

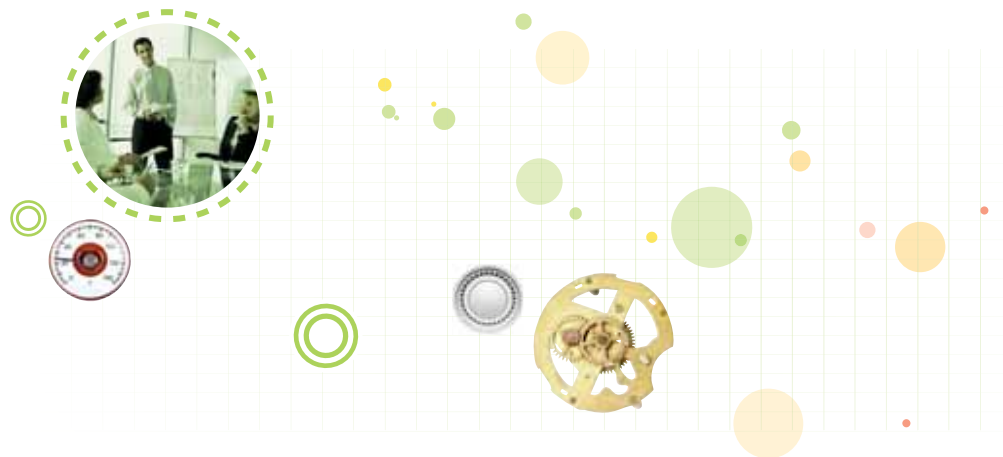
The recession is a reminder that VET and lifelong learning policies need also to take account of the ups and downs of the economic cycle. Cedefop in its forecasts of skill supply and demand is looking at long-term trends and uses data from the past, inculcating from previous economic crises. Although the speed and unpredictability of the current crisis might put in question the absolute figures for job creation and opportunities for 2006-20 published by Cedefop in 2008, trends of a demand for higher skills remain valid. The forecasts will be regularly updated, taking into account the latest economic developments and validated against the current labour market situation. Skills gaps and mismatches can arise due to changes in the demographic and socio-economic context. Cooperation between the European Commission, Member States and the social partners is helping develop a better understanding of how skill gaps and mismatches occur. The aim is for this cooperation to lead to new methods of anticipating skill needs that will be valuable tools to support VET policy-making.

Cedefop's work on **skill forecasting** to anticipate skill needs and mismatches contributes to the new skills for new jobs initiative, launched by the 2007 Council Resolution ⁽²⁷⁾, further developed by European Council Conclusions in 2008 ⁽²⁸⁾ and 2009 ⁽²⁹⁾ and reinforced by the Bordeaux communiqué and the Commission Communication on anticipating and matching labour market and skills needs ⁽³⁰⁾.

Cedefop has become an important source of information on skill needs and skills supply

analysis and forecasting. Cedefop has been invited to join the European Commission's standing group on new skills for new jobs and will contribute to preparing the Commission's Communication on this topic. In 2010, Cedefop will provide the first update of the skills demand ⁽³¹⁾ and supply forecasts ⁽³²⁾ and analyse the potential imbalances between them. Cedefop will also attempt to analyse the effects of the current economic crisis on longer term skill developments using various scenarios. Cedefop, with the Directorates-general for Education and Employment, will discuss the forecasts with European Commissioners and Members of the European Parliament in February and again with the European Parliament's employment and social affairs committee in March. Cedefop will continue to contribute to various follow-up actions of the new skills for new jobs initiative, such as the spring 2010 Council Resolution, and the European Commission's expert group aiming to improve understanding on the interaction between skill demand and supply and mismatch on the labour market. Cedefop is using its expertise in skill needs working with the European Commission to develop indicators for the benchmark on employability. Cedefop will also support the Spanish Presidency conference, in April, on new skills for new jobs.

The Helsinki and Bordeaux communiqués, the Council Resolution in 2007 and European Conclusions in 2008 and the new skills for new jobs initiative all highlight the importance of identifying **skill needs in sectors and enterprises**. This an issue of particular importance to the social partners, not least because we need to know the

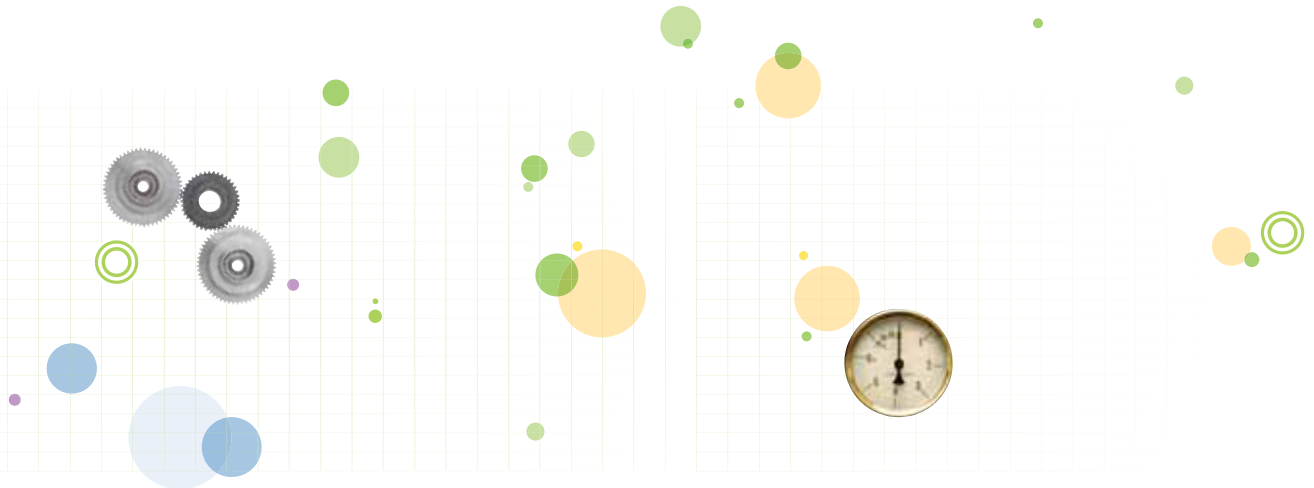


effects of the economic crisis on businesses and individuals, for example on the supply of mathematics, science and engineering skills. In 2010, Cedefop will address this policy concern in two ways. First, by developing a pilot test of questions to employers on their skill and competence needs. Depending on the results of the feasibility study conducted in 2009, the pilot questions may lead to a new module being included in European and/or national surveys which Eurostat might carry out in the future. Second, in line with the European Commission's proposals for the EU 2020 future strategy, Cedefop will analyse skill needs for 'green jobs' in selected EU countries. Green jobs are emerging as a result of efforts to combat climate change through saving energy and developing or using alternative energy sources. Cedefop has teamed up on this study with the International Labour Organisation which will study selected non-EU countries. Cedefop will also continue to participate in the European Commission's sectoral skills analysis. Cedefop will disseminate the analyses' findings through publications, workshops and conferences.

The new skills for new jobs initiative also calls for a better matching of labour market needs and skills development and for a quantitative and qualitative assessment of future skill requirements. Making sure the right skills are available on the labour market is important, not only for economic recovery, but for sustained growth, innovation and high levels of employment. In 2008, Cedefop started new empirical research on the complex issues and features of **skill mismatch**. At the macro level it compared results for

skill demand and supply forecasts. At the meso and micro levels Cedefop analysed various forms of skill mismatch, such as shortages, over- and under-qualification, skills gaps and skill obsolescence. Demographic change and VET's role in 'active ageing policies' to support older workers in the Council conclusions on adult learning ⁽³³⁾, make research on skill mismatch and its consequences for vulnerable groups a policy priority. In 2010, continuing the work done in 2008-09, Cedefop will research skill mismatch for ageing workers, who, in particular, face the problem of skill obsolescence. Research will focus on how fast skills become obsolete, what factors cause skill obsolescence and examine the consequences of skill mismatch for ageing workers. It will also analyse how VET and human resource management policies and measures can prevent, address and compensate skill mismatch and obsolescence among older workers.

Involving and communicating with stakeholders and experts in anticipating skill needs is essential to ensure Cedefop's work is relevant and of high quality. To bring together experts and stakeholders from all over the world, Cedefop's **Skillsnet** network (set up in 2004) serves as a forum to exchange information and involve members in activities on early identification of skill needs, forecasting and sectoral approaches. Skillsnet members help prepare studies by providing inputs on methods and data and validate the results. In 2010, the aim is to extend Skillsnet's coverage and involve more country experts in regular forecasting exercises and work related to enterprises and sectors.



Qualifications for lifelong learning

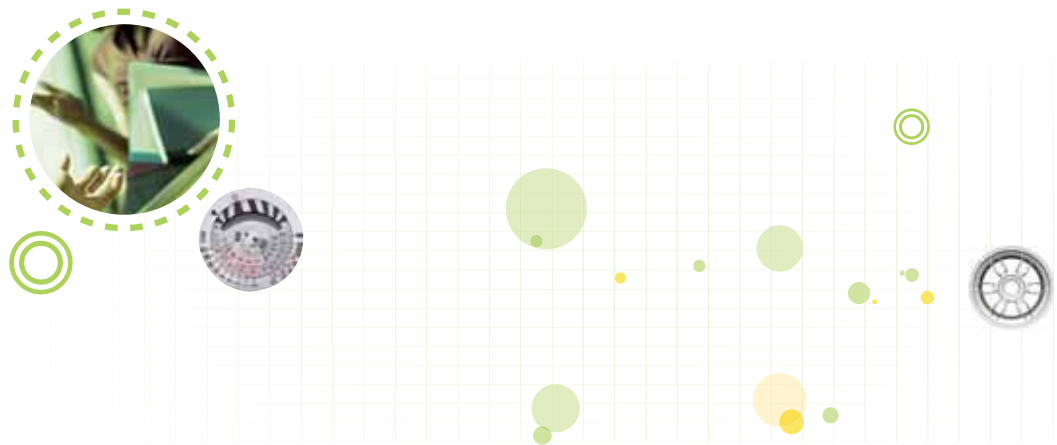
Learning outcomes emphasise what someone can do at the end of any learning experience rather than the years that make up the curricula. Consequently, defining the learning outcomes to shape the learner's experience has far-reaching implications. The shift to learning outcomes represents a major reform of education and training for many Member States. The change promises to make systems more open and flexible and supportive of lifelong learning. Despite the recession, work on this influential, but extensive reform will continue as learning outcomes are central to the EQF, national qualifications frameworks, Europass, and ECVET. Based on experience with the learning outcomes approach, developed for the EQF – and now extensively applied by national qualifications frameworks – Cedefop will support the work of DG Employment and DG Education and Culture on creating a common standard language bringing education and training and the labour market closer together, as addressed by the new skills for new jobs initiative. Cedefop will continue to support the debate and systematic exchange of experiences and peer-learning between Member States and social partners on qualifications and learning outcomes, including at a major conference being organised by the Spanish Presidency, in May 2010.

Reflecting the increasingly high priority being given to qualifications in Europe – illustrated by the work on European and national qualifications frameworks – in 2010 Cedefop will research extensively the **current and changing roles and functions of qualifications in Europe**. People

will need modules if they want to complete initial training by having previous achievements taken into account, as well as in the progress through continuing training. Cedefop will show how these changes influence the reform and modernisation of all types of learning institutions and practices. This research is part of a coherent, long-term effort to analyse and understand better how qualifications are awarded and used in Europe. It will provide a valuable starting point for looking at what changes may be required to improve access, raise skill levels and boost employment. The 2010 activities will build on previous Cedefop work carried out over 2007-09, such as *The shift to learning outcomes* ⁽³⁴⁾ and also try to identify future issues and challenges in this field.

Cedefop will finalise a major study on *Changing roles of qualifications* in spring 2010. It will give an overview of existing international research on qualifications and provide new insights on the trends, challenges and tensions over the changing role of qualifications to inform directly the policy debate on how to take forward European cooperation in education and training.

Complementing the focus on learning outcomes approaches, Cedefop will carry out a comparative study on **competence-based curriculum developments** in Europe. Curriculum reform is an indispensable element of reforms to strengthen the quality of VET and increase its relevance to individual and labour market needs. Covering 32 countries, the study will build on work, started in 2008, on the relationship between curricula and learning outcomes. It will also take into account findings of pilot projects under the Leonardo da Vinci



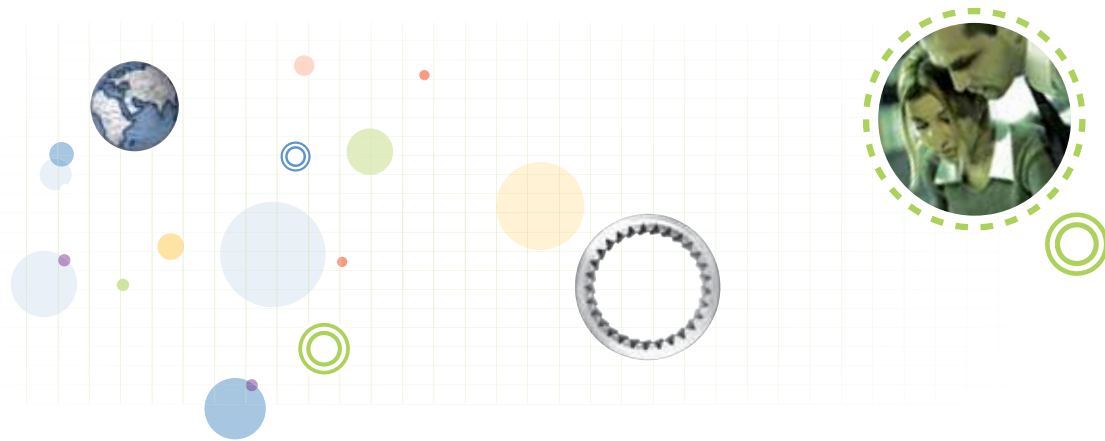
programme. Cedefop's work will support policy makers, researchers and practitioners working on the modernisation of VET curricula.

Cedefop will study the relationship between **VET and higher education** and how it influences the possibility of moving between general and vocational education and its links with the labour market. The work will follow up a study launched in 2009 on VET at EQF levels six to eight and a 2009 workshop on the links between the European credit transfer and accumulation system (ECTS) used in higher education and ECVET. Working with the European Commission, with essential input from Member States and the social partners, Cedefop will study transitions in education and training. The importance of this is underlined as, due to the recession, more young people will defer entry into the labour market by staying on in education, in particular higher education. Further, many will choose general rather than vocational courses as opportunities for training will be reduced as firms cut back and job prospects are less clear.

In 2010, Cedefop will study the **role of qualifications in regulating labour markets**. How Member States regulate their labour markets varies considerably and can be an obstacle to mobility. It is important to understand better these trends, in particular how qualifications are used in this context. This study will also provide evidence on the role of professions in defining and steering qualifications. The study aims to clarify the relationship with the Directive (2005/36 EC) on the recognition of professional qualifications⁽³⁵⁾, covering regulated professions and the EQF.

In an increasingly varied labour market people move not only between different jobs, but also between careers. They need guidance throughout their working lives to make informed choices. Cedefop will continue to support the European Commission, Member States and social partners in implementing Council resolutions from 2004⁽³⁶⁾ and 2008⁽³⁷⁾ on **lifelong guidance**. This is important to help back into work those who have lost their jobs during the recession. Cedefop will cooperate with the European lifelong guidance policy network (ELGPN) in collecting and analysing data for the guidance policy review, initiated in 2009. Its preliminary findings will be disseminated at a Spanish Presidency conference in May 2010. Cedefop will also study how guidance can support entrepreneurship learning in VET and higher education and entrepreneurs' career management. Cedefop will disseminate its findings from two studies; the first on guidance for youth education-to-work transitions and the second on guidance in restructuring companies. Further, Cedefop will continue to work closely with social partners on guidance measures for career development for working adults.

Cedefop will continue to monitor trends and developments affecting the roles and competences of **VET teachers and trainers**. As highlighted in the communiqués of the Copenhagen process, Council conclusions on teacher education⁽³⁸⁾ and the European Commission's communication on improving competences for the 21st Century⁽³⁹⁾, teachers and trainers are central to assuring high quality education and training. In 2010, Cedefop's activities will focus on: mentoring of beginner



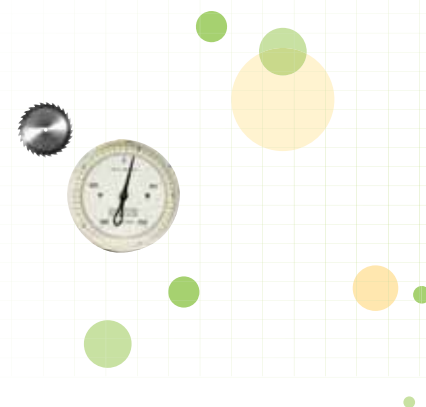
teachers; updating vocational knowledge and skills of VET teachers; increasing the quality of training in enterprises through the accreditation of trainers. Cedefop will carry out a comparative analysis on accreditation and certification processes for trainers working in enterprises across Europe. Cedefop will finalise its study on *Updating the knowledge and skills of VET teachers: bringing teaching close to the labour market* (Cedefop, forthcoming) ⁽⁴⁰⁾ and its results will be discussed with key stakeholders prior to its publication in 2011. Working with its Training of trainers network (TTnet), three thematic workshops will be organised to support knowledge sharing and formulate proposals for policy making in the above thematic areas. The findings of a study on the changing roles and competences of VET teachers and trainers will be published and widely disseminated.

Cedefop will continue to support Member States and social partners in sectors, enterprises, as well as non-governmental organisations to implement and use methods and systems to **validate non-formal and informal learning**. Most people in Europe's ageing workforce left the education and training system and their best chance to acquire formal qualifications many years previously. More open systems will provide greater opportunity for people to acquire formal qualifications later in working life, including those who would like to change or have lost their jobs. Unemployment resulting from the recession will add to those looking for an opportunity to start a new job, or even a new career. Consequently, new ways to acquire qualifications outside the formal system need to be developed.

Cedefop, working closely with the European Commission, will update the European inventory on validation of non-formal and informal learning ⁽⁴¹⁾. The update will take account of European guidelines on validation of non-formal and informal learning agreed in 2009 ⁽⁴²⁾ bring both the guidelines and the inventory closer together. Cedefop will also study the use of validation by enterprises for recruitment and human resources management. Cedefop will support development of European **adult learning** policy as part of the lifelong learning strategy by helping to follow up the Council's conclusions ⁽⁴³⁾ and the European Commission's action plan ⁽⁴⁴⁾. On the basis of Cedefop's activities that can inspire adult learning strategies and practices, an analysis on adult learning trends and policy developments will be published. It will include key messages and recommendations that will feed directly the policy priorities of the Commission's action plan. A special focus in 2010 will be the contribution of workplace learning to skills development in the current economic downturn, including successful policies and practices on broadening access and participation in continuing training (CVET). This will take into account the European Commission's study on research into individual career development and continuing vocational training.

PRIORITY 3

Assessing vocational education and training's benefits



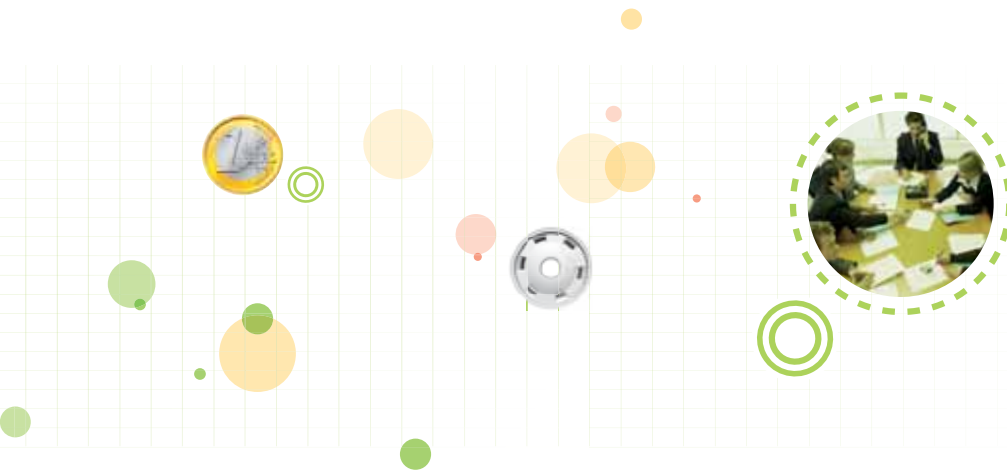
Researching VET

Economic restructuring resulting from the crisis will require VET to adapt to new needs. The extent of the changes required is not yet clear. Even reforms that are planned to make VET more open and flexible may need to be rethought. Cedefop's research complements its policy support role by seeking out issues and trends that will influence the future. Cedefop's founding Regulation makes developing and coordinating research one of its main tasks. Since 1997, Cedefop has published four comprehensive research reports. Based on contributions by renowned researchers in different social science disciplines, they have become one of Cedefop's flagship publications. They cover a wide range of issues and trends related to education, training and labour markets and strengthen the evidence base for European VET policy-making beyond 2010.

In 2010, Cedefop will disseminate the results of *Modernising vocational education and training: Cedefop's fourth report on VET research* ⁽⁴⁵⁾ published at the end of 2009, to encourage debate on the future of the Copenhagen process for European cooperation in VET. The report has gathered research expertise to examine European VET policy priorities and analyses how the pressures of an ageing workforce, people lacking the right skills, the need for enterprises to learn and innovate, and the aim to increase social cohesion are affecting VET. It considers the social, economic, institutional and professional roles of VET and reflects on what future policies may look like.

Evidence in the report points to VET's major role in helping reduce social exclusion and increasing social cohesion. It also emphasises the importance of company-provided training to process and product innovation and increasing productivity. The report also suggests that there is a need to diversify VET provision and provide opportunities to switch between general and vocational education to attract more students. Research also confirms the importance of information, advice and guidance throughout life.

Council conclusions on efficiency and equity in education and training called for research on the impact of investment in education and training ⁽⁴⁶⁾. In response, in 2008, Cedefop launched a new medium-term research programme on the **economic and social benefits of VET** for different actors on labour market – individuals, enterprises and economic sectors, social groups, economies and societies. Although there is substantial research on the benefits of education, there is very little on the returns to investment in VET specifically. A clearer understanding of how VET contributes to careers and employment prospects, as well as its impact on productivity, enterprise performance, competitiveness and social inclusion, is essential to making informed choices about investing in VET. This will be particularly valuable in future debates about priorities for public expenditure. To counteract the economic recession, many Member States have financed infrastructure projects and provided other support to save jobs, but in the future expenditure may have to be cut back. In 2010, Cedefop will release



online the first results of this research project, publishing further results as they become available. Ultimately, Cedefop will be able to provide a comprehensive picture of VET's economic and social benefits, summarise key findings and discuss implications for policy and further research. Cedefop will publish all the findings of its work on VET's benefits in the fifth VET research report in 2012 and disseminate them, in particular, through a major conference.

Drawing up a comprehensive picture of VET's benefits requires not only financing new research to break new ground in this area but also reviewing and analysing national research issues and findings. **National research reports** provided by ReferNet in 2009 cover research on VET's benefits – among other topics – and will be published in 2010. An online reader on national research on VET's benefits will be published, alongside other reviews of cross-national research issues.

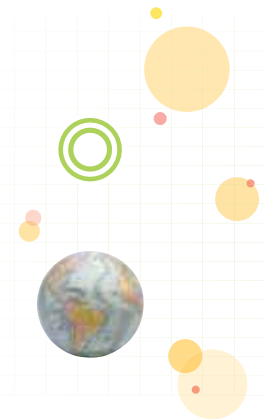
Statistics and indicators on VET-related issues are essential to provide sound evidence for policy making. The Helsinki and Bordeaux communiqués and Council Conclusions in 2007⁽⁴⁷⁾ emphasise that the importance of improving the scope, comparability and reliability of VET statistics is central to implementing and reporting on the Copenhagen process. Cedefop supports and contributes to statistical developments at European and international levels to improve the relevance and quality of data as well as methods and tools for data collection. Cedefop's statistical work is a transversal task. It feeds several Cedefop activities, including the VET policy report by

providing relevant data and analyses of VET-related issues. In 2010, Cedefop will support The European Commission in developing policy relevant European benchmarks and core indicators. It will also further exploit and analyse data from key European data sources such as the Continuing Vocational Training Survey (CVTS), Adult Education Survey (AES) and, in particular, the European Labour Force Survey (LFS) 2009 ad hoc module on entry of young people into the labour market.



PRIORITY 4

Raising the profile of vocational education and training



External communication

VET will play a major role in the economic recovery. It is also a basis for high performance and quality in working life for an increasingly diverse and ageing workforce. Raising the profile of VET and its value in addressing current economic and social problems requires effective communication. Cedefop's communications policy is to disseminate clear, reliable, timely, and – where possible – comparable information, striking a balance between the specific information needs of policy-makers, including social partners and to act as an open source of information for the wider VET community of researchers, practitioners and the general public.

Cedefop will **communicate key messages** on VET to its stakeholders and the media, in particular on skill needs and skill mismatch, implementation of the European qualifications framework, adult learning and at the end of the year the findings of its latest European VET policy report. Throughout 2010, Cedefop will provide its stakeholders and the media (including local and European newspapers, radio and TV) regular information, in hard-copy and electronic format. Cedefop will continue to produce its briefing notes throughout 2010 for policy makers to keep them informed about major policy developments in and issues affecting VET. Further, Cedefop will continue to develop close working relationships with European institutions, such as the European Parliament, the Economic Social Committee and the Committee of the Regions through presentation on hearings on aspects of VET policy.

In 2010, **Cedefop's web portal** (www.cedefop.europa.eu) will present more clearly structured information linked to particular themes. Web streaming videos (live and recorded) will provide access to Cedefop conference presentations and debate, as well as easy access to conference conclusions. Cedefop's networks will be supported through extranets and RSS feeds to promote exchanges of information and increase Cedefop's visibility on the web. Further, Cedefop will implement its search engine optimisation strategy to raise its position on major search engines.

Cedefop stimulates VET research in areas specifically relevant to European VET policy. Cedefop's communication strategy aims to support this process of bringing the worlds of VET research and policy-making closer together. Among the VET research community Cedefop has an excellent reputation as a forum for research and as a partner in the scientific debate on VET, where Cedefop is seen as a leader in some areas. In 2010, Cedefop will continue to use its extensive contacts with VET researchers to encourage dissemination and exchanges of VET research results through its networks, its hard-copy reference publications and its electronic working papers and new research paper series.

In 2010, **Cedefop's news service** will use its new contacts database to target news items, particularly news releases, to our various users, including media in different Member States and those affiliated to social partners. The service will evaluate its newsletter, launched in 2009, on the basis of subscriptions and feedback received.



Cedefop's **public relations service** will continue to promote Cedefop as an organisation and raise awareness of its contribution to VET in Europe. In 2010, it will provide organisational support for events and conferences hosted by and visits to Cedefop. It will further develop institutional networking in Greece and liaise with European institutions and with ReferNet to raise Cedefop's visibility. Locally Cedefop will organise events for Greek MEPs and for the local Greek community to keep them up to date on VET issues and Cedefop's role.

Documentation and information

Cedefop's **library and documentation service** offers a wide range of services and provides a comprehensive, multilingual and up-to-date collection of works on VET in the EU. The service selects, organises and disseminates information from European institutions, Member States and international organisations for the benefit of VET stakeholders and European citizens.

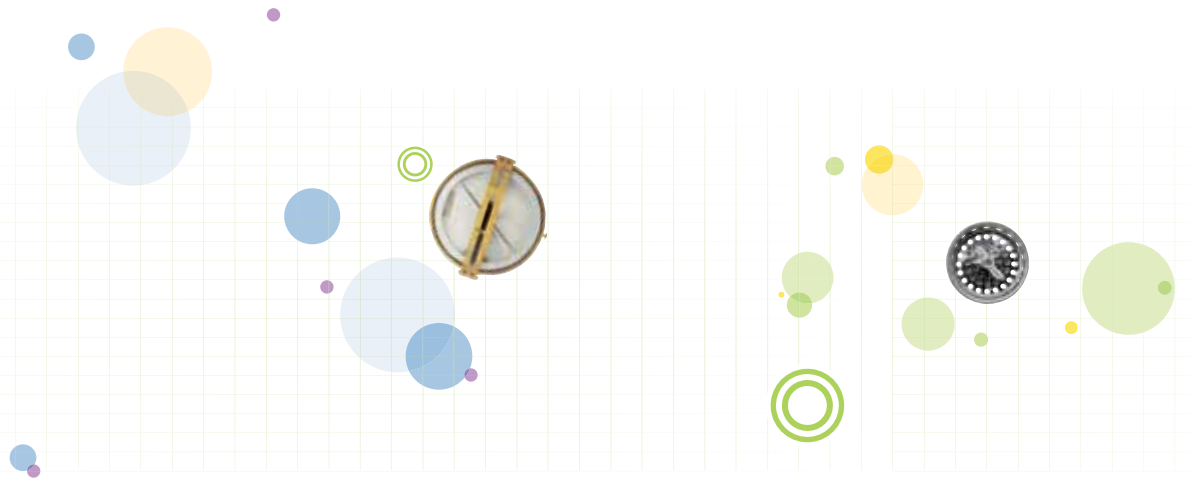
In 2010, Cedefop's library and documentation service will provide items for Cedefop's news service and continue to be an important information provider to Cedefop's stakeholders and VET experts. It will continue to manage **Cedefop's bibliographical database (VET-Bib)**. With over 70.000 references, VET-Bib is the most comprehensive and up-to-date collection of VET literature in Europe. It is an invaluable tool for policy makers, VET researchers, practitioners, employers and trade unions in Europe. The library and documentation service will also con-

tinue to provide the European training thesaurus and acquire VET literature and deliver up-to-date information on VET related issues for VET experts. Further, through its reference service it will give expert answers to external VET questions from policy-makers, VET experts and citizens.

To contribute to Cedefop's good administration the library and documentation service manages a **records management/ archives programme**. In 2010, it will ensure that organisational records are authentic, reliable, and accessible to meet business, financial, and legal obligations, preserve records of historical value and make it easier for people to do their work.

Publications and content management

Cedefop's communication strategy makes electronic **publication** the standard format for disseminating Cedefop's work. Most of Cedefop's work is produced in English and in 2010 the English editing team will work to ensure good quality English originals in several ways. First, it will update Cedefop's style manual to make it easier to use. Second, it will organise writing skills seminars to ensure Cedefop staff is aware of good practice in using English. Third, it will focus resources on a limited number of flagship publications (supporting flyers, brochures and announcements) and shorter targeted information, such as briefing notes, newsletters and press releases. In addition to hard-copy reference publications, online



research and working papers will be introduced. Cedefop's publications must be of high quality for the organisation to be recognised as a reliable source of useful information on VET. Cedefop will continue to develop graphic design concepts and identity systems for its printed and online material and for its conferences and events that comply with its new publications policy and Cedefop's corporate image. The aim is always to present information clearly in user-friendly formats which are appropriate to its target audience.

Education Network). Cedefop works with international organisations, such as OECD, UNEVOC and ILO and VET research institutions in non-EU countries. Cedefop's networks (see Annex iv) are powerful tools to collect and disseminate information, exchange experience, stimulate debate and generate ideas.

Working in partnership

In working to improve VET, Cedefop works with many organisations, each bringing its unique expertise. In VET policy Cedefop's major partners are the European Commission, Member States and social partners. Cedefop shares expertise with Eurofound (the European Foundation for the Improvement of Living and Working Conditions – see Annex vi). Cedefop shares information and cooperates with the ETF (European Training Foundation – see v). In close cooperation with the European Commission, Cedefop partners the Centre for Research on Education and Lifelong Learning (CRELL) working on education and training benchmarks and indicators to support policy-making. Cedefop will also work with various networks and contacts on quality assurance, lifelong guidance and the ECVET. Developments in general education and its growing links with VET are followed in liaison with Eurydice (the European

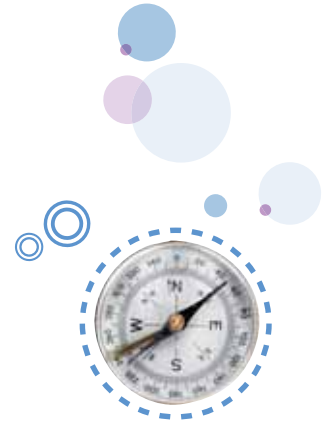
Management, resources and internal controls

An effective and efficient **administration** makes an indirect but important contribution to achieving Cedefop's operational objectives. It helps develop, organise and manage the organisation's operations. It maintains the physical environment and ICT architecture with which colleagues work and supports them in procurement, contract and financial procedures. Further, in its dealings with outside organisations and contractors it projects Cedefop's image. Cedefop has set itself the goal to move toward a quality management approach.

Internal controls and audits will continue to provide assurance to the Director and Cedefop's management. The framework for providing assurance will be fine-tuned and linked to the performance measurement system and internal/external evaluations to support better a holistic and more balanced approach to controls and performance.

Cedefop will further improve its **planning and reporting**. **Activity-based budgeting (ABB)** will be used for budget planning, monitoring and reporting. These developments are guided by the objectives to establish an efficient and comprehensive performance measurement system (see Annex vii), improve periodic reporting to management and project managers, to ensure good documentation of business processes and to structure risk assessment and management.

Concerning the building, repairs to ensure its safety will be financed and implemented by the Greek authorities. The European Commission, through its specialised office (OIB) will assist Cedefop in following up the works.



Risk assessment and management



Risk based management in Cedefop is part of its overall performance and result-oriented management approach. Cedefop's activities focus on its core tasks defined in its founding Regulation, medium-term priorities 2009-11, annual work programme and decisions of the Governing Board which are all consistent with European VET policy.

Risk based management aims to ensure an early response to risks which may endanger planned achievements/impacts and risks which may affect the quality of Cedefop's work.

The annual risk assessment includes an assessment of projects and activities (see the activity sheets that follow) carried out at project and activity level by project managers, Heads of Service and Heads of Areas. This gives them an opportunity to take a step back and look critically at activities and projects under their responsibility. This process also serves as an *ex ante* evaluation. This bottom-up approach is matched by a risk assessment at the Area and organisation level carried out by management.

Risks are assessed according to impact on the organisation as critical or not critical. Only where failure would have a major and noticeable impact on Cedefop's performance, reputation or visibility risks are assessed as critical.

Furthermore, risk probability is assessed and may be high, medium, or low. Actions to mitigate risks are outlined. Only if the residual risk level is considered high or medium and provided that it concerns a critical issue or activity it is included in the risk management plan. The risk management plan is closely monitored by Directorate and Heads of Areas.

Following the results of the risk assessment 2010, five issues have been included in the risk management plan (see Table 2). Three of these issues concern processes, which are only partly under Cedefop's control. These are the:

- (a) move to a new financial software, ABAC;
- (b) repairs of the building by the competent authorities;
- (c) potential impact of the institutional debate on regulatory EU-agencies by the Council, European Parliament and the European Commission.

The remaining concern two internal issues:

- (a) automation and streamlining of administrative procedures;
- (b) securing the quality of publications.

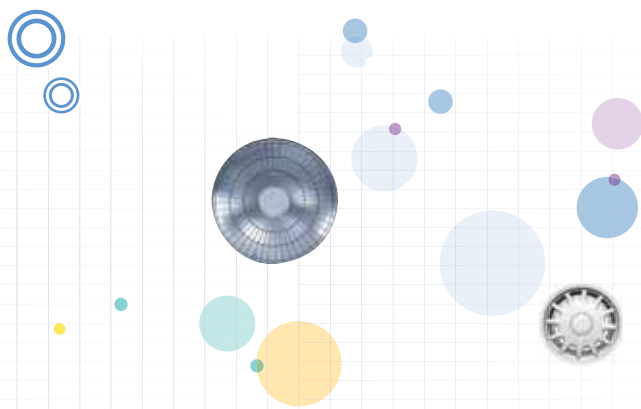
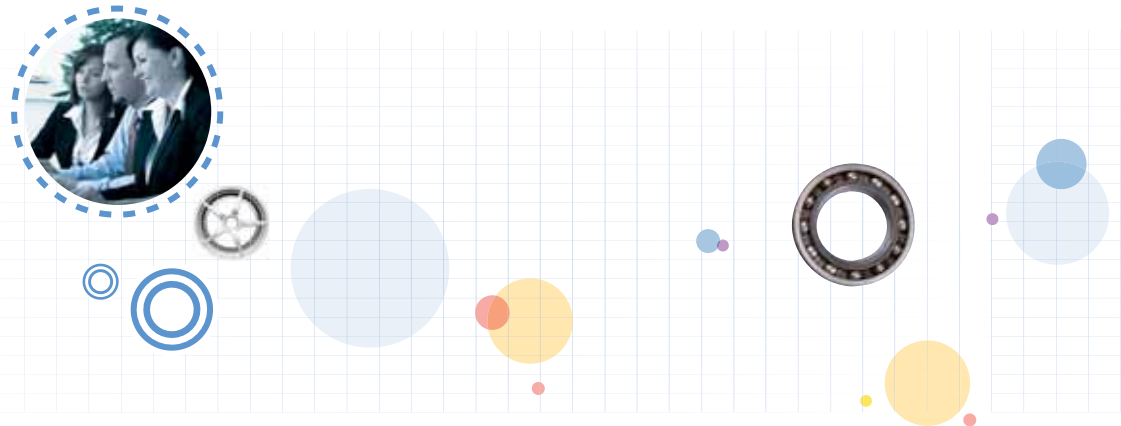


Table 2. Risk Management Plan 2010 (overview)

Ref	Activity (Project) / issue	Responsible	Assessment of criticality (impact): Yes (=critical), No	Assessment of risk probability
1	Operations support – Migration to ABAC	Resources, head of services	Yes	Medium to high
2	Operations support	Resources, facilities, ICT	Yes	High
3	Efficiency losses because of not sufficiently automated or streamlined procedures	Management administrative services	Yes	Medium
4	Institutional debate on agencies impacts negatively on Cedefop's work	(Management, agencies coordination)	Yes	Medium
5	Quality of publications	CID, RPA, ECVL, Dir	Yes	Medium



Description of risks	Proposed actions to lower risk level (risk management)	Residual risk
<p>Move to new applications (ABAC, ...) could affect the quality and the control of financial operations. Cost of migration (and installation) of ABAC in terms of HR and financial outlays, high maintenance cost in addition to the maintenance cost of FIBUS which can not be discarded as ABAC does not provide all functions (HR) necessary compare unfavourably with present cost and quality of services.</p>	<p>Seek independent expert assessment of FIBUS and compare to risks of introduction of ABAC.</p>	<p>Medium</p>
<p>Delays on the implementation of the building repairs by the competent authorities.</p>	<p>To mobilise all the resources available to monitor the process (contacts with the EC and Greek Authorities in particular). To keep parties, Governing Board and staff informed of developments.</p>	<p>Medium</p>
<p>Red tape and multiple, overlapping controls may affect efficiency and can not be mitigated quickly enough by streamlined procedures, IT support (automation), internal communication and training.</p>	<p>Close monitoring of automation projects; regular review of procedures, documentation and trainings.</p>	<p>Medium</p>
<p>Even though Cedefop has been positively assessed in the draft report, there is a risk that general policies developed on the basis of the evaluation will also impact on Cedefop mainly in the areas of governance (loss of the close cooperation with stakeholders), possibility of further growth to satisfy growing demands on Cedefop, etc. (as such consequences are likely to be implemented only after 2012 this risk may increase in 2011).</p>	<p>Close following of the process and providing appropriate input to the process whenever possible and in cooperation with the other agencies (However, Cedefop's possibilities to impact on the outcome are limited).</p>	<p>Medium</p>
<p>Lack of editing capacity leads to delays and affects quality; the non-editing of electronic publications affects quality and finally impacts on the reputation of Cedefop.</p>	<p>Good planning of editing capacity and increasing capacities; decision regarding un-edited electronic publications should be monitored; and project managers should a) see that the demand for well written and edited report in compliance with Cedefop's style manual is included in service contracts and b) properly controlled by PM as regards layout (use of templates) and language quality.</p>	<p>Medium</p>

Activity fiches

MEDIUM TERM PRIORITY

INFORMING EUROPEAN VET POLICIES

Activity: Analysing and reporting on policy developments

To inform European VET policies, following its mandate (renewed in the Bordeaux Communiqué, 2008), Cedefop analyses progress by countries in implementing agreed European VET policy priorities in the Copenhagen Process and publishes, every two years, a comparative analysis of policy developments. Outcomes of the analysis, summarised in Cedefop's fourth European VET policy report, will be presented at the informal ministerial meeting in Bruges in December 2010. It will take stock of progress in the Copenhagen process launched in 2002 and provide evidence for deciding European VET policy priorities after 2010. Much of the information for the report comes from stakeholders, including the social partners, and Cedefop's European network of reference and expertise (ReferNet), which covers all Member States, Norway and Iceland. ReferNet also provides thematic overviews of national VET systems for download from Cedefop's website as well as information that feeds into many Cedefop projects. To contribute to its analysis of policies, Cedefop also reviews trends in and instruments for VET financing, to identify cost-sharing policies and innovative funding mechanisms.

Desired impact

Cedefop aims to support an evidence-based European VET policy agenda and stronger European cooperation between countries who share common policy priorities. Cedefop also aims to be acknowledged as an authoritative source of expertise on European VET policies, with a capacity to monitor progress in modernising VET in Europe.

Corresponding ABB activities: Policy analysis, ReferNet.

Principal activity outcomes

New knowledge and insights generated and raised awareness of European and national policy-makers, including social partners, on:

- progress in implementing agreed European VET priorities
- Member States' strategies and initiatives vis-à-vis shared policy objectives
- identification of VET trends and developments at national and regional level, and in particular in VET financing policies
- policy advice provided to stakeholders of the Copenhagen process to enhance European cooperation in VET

Outcome indicators

(with reference to Cedefop's performance measurement system)

Policy advice

- Citations in EU policy documents
- mandates given to Cedefop in policy documents
- EU policy documents to the preparation of which Cedefop contributed
- participation in committees, working and expert groups and other meetings of senior stakeholders, Presidency events and conferences that steer or support the implementation of policies

New knowledge

- Downloads of publications/working and research papers/briefing notes
- citations of publications/studies in the literature

Raising awareness

- Website traffic (broken down by theme and projects pages)
- Active participation in conferences and events
- Usefulness/satisfaction with Cedefop's conferences and events

Project 1: Policy reporting

Cedefop's 2010 VET policy report will analyse progress in implementing VET priorities in the Copenhagen process. It will review countries' strategies and initiatives vis-à-vis shared policy objectives and will provide evidence for policy development. The report will be based on information gathered from the Directors-General for Vocational Training, ReferNet and the social partners, as well as Cedefop's and other studies and European and international statistical data. Issues covered by the policy report will follow the common framework for European cooperation in education and training ('ET 2020') and the priorities of the Belgian Presidency. Cedefop will present its analysis at the informal ministerial meeting in Bruges in December 2010. Results will support the European Commission and the Bruges working group in preparing the 2010 communiqué on cooperation in VET beyond 2010.

Principal outputs 2010	Timing/Frequency
VET Policy report 2010 (Reference publication)	December
Conclusions of Cedefop's analysis presented to the informal ministerial meeting in Bruges	December
Briefing note on the 2010 policy report finding	December

Project 2: VET in Europe – Country reports

VET in Europe is an online database with up-to-date information on national VET systems in the EU, Iceland and Norway. To support comparisons between systems and peer learning, it is organised according to common themes for all countries. Themes and content are updated annually to match the European VET agenda. For instance, in 2010, themes such as 'VET and the economic crisis', 'guidance and counselling' or 'review of the International Standard Classification of Education' (ISCED) will provide background information for Cedefop activities in these areas.

Principal outputs 2010	Timing/Frequency
Twenty-nine online country reports in html and pdf format	Ongoing

Project 3: VET financing

This project monitors developments in VET funding systems in European countries. It identifies new and innovative strategies and mechanisms and investigates their effectiveness. In 2010, Cedefop will focus on co-financing and changing stakeholders' roles in sharing costs and responsibilities for VET, the effectiveness of loans and the role of financial institutions. Cedefop will launch studies to examine the use of payback clauses and the role of training leave in promoting VET. Cedefop will also summarise various innovative funding mechanisms in Europe.

Principal outputs 2010	Timing/Frequency
The role of loans in financing VET (online Research paper)	December
Workshop on the role of loans (discussion of interim study findings)	Autumn
Findings presented at various international and European events	Ongoing

Project 4: [European network of reference and expertise - ReferNet](#)

ReferNet is Cedefop's primary source of information on VET in Member States, Norway and Iceland. It contributes to Cedefop policy and research reporting and provides documentary data and bibliographical references on VET in all member countries. To support Cedefop's communication strategy, it channels and disseminates information at national level. In each country, ReferNet comprises a consortium representative of national VET institutions and organisations, led by a coordinator. In 2010, ReferNet will contribute to Cedefop's 2010 VET policy report. Further, Cedefop elaborates short descriptions of VET systems and developments in the 2010 EU Presidency countries (Spain and Belgium).

Principal outputs 2010	Timing/Frequency
National reports on progress in VET in the framework of the Copenhagen process (eLibrary in VET-Bib)	April
Short description of VET in Spain (booklet)	May
Short description of VET in Belgium (booklet)	September
National bibliographical references and documentary information on VET (min. 60 submissions/country)	Ongoing
List of national VET-related events	Twice a year
National ReferNet websites, following common guidelines and style	Ongoing
One plenary meeting, two ReferNet core group meetings and three regional meetings	Ongoing (plenary meeting: autumn)

MEDIUM TERM PRIORITY:

INFORMING EUROPEAN VET POLICIES

Activity: Education and training 2010/a: Supporting the development of European tools and principles (EQF, ECVET, EQARF, Europass)

Cedefop supports the European Commission, Member states, social partners and other stakeholders in implementing European tools and principles. European tools and principles aim to make citizens' knowledge, skills and competence more visible, lifelong learning and mobility easier and to improve the quality and effectiveness of education and training. Implementing these tools and principles is an agreed priority of the Copenhagen process and the strategic framework for European cooperation in education and training ("ET2020"). In 2010, Cedefop will focus on putting the European qualifications framework (EQF) and the European credit system for VET (ECVET) into practice, according to the deadlines 2010 and 2012 set by the European Parliament and Council Recommendations. It will support implementation of the Recommendation by the European Parliament and Council on a

European quality assurance framework for VET (EQARF). To address recommendations of the Europass evaluation, Cedefop will further improve its web resources and increase coherence between Europass, the EQF and ECVET.

Desired impact

Cedefop aims to support stronger European cooperation in VET and lifelong learning, contribute to the evidence-base for a European policy agenda to stimulate national VET or lifelong learning reforms. Cedefop also aims to contribute to Cedefop being acknowledged as a source of expertise on European VET policies.

Corresponding ABB activities: Education and training 2010

Principal activity outcomes

New knowledge and insights generated, policy advice provided and raised awareness of policy-makers, including social partners, researchers, practitioners at EU and national level, and citizens (Europass), on:

- referencing national qualifications to the EQF, and the use of EQF by countries and sectors
- strengths, limitations and importance of national qualifications frameworks (NQFs) as policy instruments for EQF implementation and national education and training reforms in a lifelong learning perspective
- development of credit systems and their impact on education and training systems at national and regional levels
- the role of VET providers' accreditation enhancing quality and the role of quality assurance in the social care sector
- Europass documents and the optimisation of Europass web resources
- the use of EQF and ECVET in the Europass certificate supplement and/or Europass mobility

Policy advice provided to:

- the EQF, ECVET and EQARF advisory (sub)group(s), user groups, steering committees and networks

Outcome indicators

(with reference to Cedefop's performance measurement system)

Policy advice

- Citations in EU policy documents
- mandates given to Cedefop in policy documents
- EU policy documents to the preparation of which Cedefop contributed
- participation in committees, working and expert groups and other meetings of senior stakeholders, Presidency events and conferences that steer or support the implementation of policies

New knowledge

- Downloads of publications/working and research papers/briefing notes
- citations of publications/studies in the literature

Raising awareness

- Website traffic (broken down by theme and projects pages)
 - active participation in conferences and events
 - usefulness/satisfaction with Cedefop's conferences and events
 - Europass website statistics
-

Project 1: [European qualifications framework \(EQF\)](#)

This project supports EQF implementation. There are five interlinked strands of work:

- a) technical and analytical support to the EQF advisory group and its subgroups on quality assurance, sectors and learning outcomes;
- b) analysis and mapping of NQF developments;
- c) supporting and analysing EQF and ECVET test and pilot projects;
- d) supporting the European Commission in developing an EQF web-tool for countries to reference NQF to EQF levels; and
- e) contributing to increased coherence between Europass, EQF and ECVET.

Principal outputs 2010	Timing/Frequency
Coordination of EQF Advisory Group and subgroup meetings jointly with the European Commission	3 advisory group meetings, 2-3 per subgroup
Overviews of NQF developments	July and December
Peer learning activities on referencing process, shift to learning outcomes, NQF developments and validation	3-4
Analytical documents, syntheses, guidance and information material for EQF advisory (sub)group(s)	Ongoing
Analysis of EQF and ECVET test and pilot projects (online working paper)	September
Cedefop workshop on EQF and ECVET test and pilot projects	November
The relation between sectoral qualifications and the EQF (online working paper)	October
Advice provided on the Commission's web tool for referencing national qualification levels to EQF	October

Project 2: [European credit system for VET \(ECVET\)](#)

This project supports gradual implementation of the ECVET Recommendation adopted in May 2009 through:

- a) technical and analytical support to the ECVET users group and network;
- b) analysis and mapping of national and regional credit systems for VET;
- c) content support to the European ECVET pilot projects initiative;
- d) contributing to increased coherence between Europass, EQF and ECVET.

Principal outputs 2010	Timing/Frequency
Expertise and advice provided to ECVET users group, network and testing/pilot projects initiative	2-3 each (to be confirmed by DG EAC)
Technical and analytical documents and material for European ECVET users group and network	Ongoing
Credit systems and qualifications frameworks (online Research paper)	April

European ECVET developments (online working paper)	October
Contributions to European ECVET bulletin	2 articles
Thematic workshop on ECVET implementation jointly organised with the European Commission	September
Briefing note on the ECVET implementation process	November

Project 3: [Quality in vocational education and training](#)

This project supports implementation of the EQARF Recommendation adopted in May 2009, Cedefop supports the EQARF steering committee to be set up by the European Commission, analyses national and sectoral approaches to quality and supports European cooperation between experts and stakeholders on quality in VET.

Principal outputs 2010	Timing/Frequency
Expertise and advice provided to EQARF steering and thematic groups and general assembly	Ongoing (to be confirmed by DG EAC)
Glossary on quality (online working paper)	April
Assuring quality in VET: the role of VET providers accreditation (Reference publication and briefing note)	July
Quality assurance in the social care sector: the role of training (online research paper)	June
Conference on quality and accreditation in VET	December

Project 4: [Europass](#)

Cedefop cooperates closely with the European Commission, national Europass centres (NECs) and other stakeholders to support implementation of Europass and its increased coherence with EQF and ECVET. This includes implementing the recommendations of the Europass evaluation.

Principal outputs 2010	Timing/Frequency
Europass mobility and certificate supplement templates integrate ECVET credit points and EQF levels	October
Workshop on the relevance of Europass Mobility and Certificate supplement for documenting, validating and certifying learning outcomes (preliminary findings of feasibility study)	October
Ongoing management of the Europass web portal, improved user friendliness of CV online tool and increased interoperability of the Europass website with other EU mobility and employment initiatives	Ongoing
Expertise and advice provided to national Europass centres	2 NEC meetings (May and October) plus 2-3 IT meetings

MEDIUM TERM PRIORITY

INFORMING EUROPEAN VET POLICIES**Activity: Study visits**

The study visits programme for education and vocational training specialists is part of the Lifelong Learning Programme (LLP) 2007-13. Study visits support policy developments and cooperation at EU level in lifelong learning. Since 2008, at the European Commission's invitation, Cedefop coordinates the programme and prepares the visits' catalogue, coordinates calls for candidates, constitutes groups, monitors and supports visits' quality, assesses implementation as well as evaluates and disseminates results.

Desired impact

Cedefop aims to strengthen European cooperation as study visits participants, hosts and organisers take part in European programmes and networking activities, develop awareness of common European education and training priorities, as well as share and learn from national, regional and local lifelong learning policies.

Corresponding ABB activity: Study visits

Principal activity outcomes

Raised awareness among stakeholders and the education and training community on:

- the study visits programme
- common EU education and training policy priorities
- good practices, common challenges, solutions in lifelong learning

Outcome indicators

(with reference to Cedefop's performance measurement system)

Raised awareness

- Proportion of participants stating their satisfaction with the study visits
- distribution of the study visits themes between general education, VET and a mixed lifelong learning perspective
- distribution of participants between the programme's target groups, including social partners.

Project 1: **Study Visits**

During 2010 Cedefop will concentrate on study visits quality assurance, assessing their impact and intensifying promotion to increase applications. Approximately 2 700 participants, 280 study visits with 40 topics under eight categories of themes are expected for 2010/11. For the first time, and on a pilot basis, there will be two calls for applications. The first call will have a deadline of March 2010 and the second October 2010. To support the social partners, a new approach will be to involve them in all the programme's seminars and activities to increase cooperation with other education and training stakeholders.

Principal outputs 2010**Timing/Frequency**

Study visits catalogue 2010/11 and study visits promotional material	February/March
Study visits outcomes (booklet)	July
Synthesis seminar on study visits outcomes, also involving social partners	October

Impact assessment tools (available online)	May
Annual meeting of national agencies	March/April
Expert meetings for allocating selected participants to study visits	May and November
Knowledge sharing seminar for study visits organisers, including social partner organisations	June
Expertise and advice provided to lifelong learning programme (LLP) committee and LLP impact monitoring group	According to the DG EAC schedule
Support to information meetings in Member States	10 meetings

MEDIUM TERM PRIORITY

INTERPRETING TRENDS IN AND CHALLENGES FOR SKILLS, COMPETENCES AND LEARNING

Activity: Skills and competence analysis

To interpret trends in skills and competence needs and follow-up its mandate from the new skills for new jobs initiative, Cedefop carries out regular forecasts of skill supply and demand in Europe. To complement findings of the macro-level forecasts and contribute to a comprehensive analysis of skill needs in Europe, Cedefop also investigates sectoral and enterprise skill needs (meso level) and skills mismatch at the micro level. To disseminate findings and validate results, Cedefop cooperates with its Skillsnet, a network of researchers and experts, as well as other stakeholders.

Desired impact

Cedefop aims to support an evidence-based European VET and skills policy agenda, while being acknowledged as an authoritative source on trends in skills and competence needs and mismatch in Europe.

Corresponding ABB activity: Skill needs analysis

Principal activity outcomes

New knowledge and insights generated, policy advice provided and raised awareness of policy-makers, including social partners, researchers, and practitioners at EU and national level on:

- medium-term trends in skill demand and supply, together with analysis of potential labour market imbalances in Europe
- patterns in skills for 'green jobs' in the EU and beyond
- data needs and methods for skills analysis, including forecasting and those to obtain information on skill needs in enterprises

Outcome indicators

(with reference to Cedefop's performance measurement system)

Policy advice

- Citations in EU policy documents
- mandates given to Cedefop in policy documents
- EU policy documents to the preparation of which Cedefop contributed
- participation in committees, working and expert groups and other meetings of senior stakeholders, Presidency events and conferences that steer or support the implementation of policies

New knowledge

- Downloads of publications/working and research papers/briefing notes
- citations of publications/studies in the literature

- new insights on skill mismatch, including skill mismatch for ageing workers, its causes, effects and policy measures to address it
- how ageing affects working and learning, as well as effective active ageing policies and organisational practices

Raising awareness

- Website traffic (broken down by theme and projects pages)
 - active participation in conferences and events
 - usefulness/satisfaction with Cedefop's conferences and events
-

Project 1: Skills forecasting

This project promotes continuous development and use of a system for regular forecasts of skill supply and demand at pan-European level and analysis of potential labour market imbalances, in line with Cedefop's mandate and support from DG Employment. Forecasts are important for the European Commission's regular assessment of skills in Europe and other European and national stakeholders. In 2010, Cedefop will publish the first simultaneous skill supply and demand forecasts and analysis of future imbalances.

Principal outputs 2010	Timing/Frequency
Updated skill demand and supply forecasts and analysis of potential imbalances (jointly with the European Commission) (Reference publication, flyer and Briefing note)	March (every 2 years)
Technical report on improved forecasting methodology and databases (online Working paper)	October (every 2 years)
Two expert workshops to discuss methodology improvements and evaluate forecast results	First and second semester
Findings presented at various international and European events and conferences	Ongoing

Project 2: Skill needs in sectors

This project provides sound evidence on sectoral skills and qualification requirements, and supports anticipation of skill needs at European and international levels. It provides a platform for dialogue and information exchange on new and emerging skill needs in selected sectors. In 2010, Cedefop will focus on skills for green jobs jointly with the International Labour Organisation (ILO).

Principal outputs 2010	Timing/Frequency
Skills for green jobs – A European analysis (booklet and briefing note)	June
Skills for green jobs – A worldwide analysis (joint publication with ILO)	Second semester (autumn)
Conference on skill needs for green jobs in Europe (in collaboration with ILO)	First semester
Participation in meetings of DG Employment steering groups and joint Cedefop/ILO reflection group	Ongoing

Project 3: Skill needs of enterprises

Working with the European Commission and social partners, this project aims to develop tools or instruments to identify skill and competence needs in enterprises. In 2010, using the findings of a 2009 feasibility study, Cedefop will start developing an enterprise survey instrument and relevant methodology.

Principal outputs 2010	Timing/Frequency
Employer survey on skill needs in Europe – result of feasibility study (online working paper)	February
Technical report on data needs, desired outcomes and relevant enterprise survey approach and methodology (online Working paper)	December
Two expert workshops on the development of the survey instrument, methodology and master questionnaire (with Skillsnet experts, social partners and Eurostat)	First and second semester

Project 4: Skills mismatch

This project examines and analyses skill mismatch in Europe. In 2010, the first comprehensive overview of mismatch issues and their relevance for policy will be published. The second phase of Cedefop's research programme on the determinants and impacts of skill mismatch for ageing workers will be finalised, while another empirical research on skill mismatch will be launched. The project also aims to contribute to the debates on active ageing in Europe by generating evidence on the relationships between ageing, learning and working.

Principal outputs 2010	Timing/Frequency
'The skill matching challenge: Analysing skill mismatch and policy implications' (Reference publication and briefing note)	March
'Working and ageing – Emerging theories and empirical perspectives' (Reference publication)	May
'Skill mismatch for ageing workers' (online Research paper)	July
Expert workshop on guidance policies for ageing workers	Second semester

Project 5: Skillsnet and stakeholders cooperation

Skillsnet is a Cedefop network which brings together researchers and experts in the field of early identification of skill needs to discuss methods and outcomes of skills analyses and anticipation. Through partnership and cooperation with stakeholders at national, European and international levels, Cedefop provides support to various actors in the field of education, training and employment (including the European Commission). Two special Skillsnet panels of experts were established to support and advise Cedefop's work on skills forecasting and skill needs in enterprises.

Principal outputs 2010	Timing/Frequency
Contribution to and participation in the Commission's New Skills for New Jobs initiative (expert group, sectoral councils, sectoral studies follow-up, restructuring forums, etc.) and cooperation with other stakeholders and international partners on skills issues (EESC, EMCO, ILO, OECD, etc.)	Ongoing
Conference on updated skill supply and demand projections, skill mismatch and skill needs in enterprises and specific sectors	Autumn
Updated indicators to monitor employment guidelines	June
Regular information to Skillsnet members (Skillsnet Newsletter, e-mails, etc.)	Ongoing
Regular expert workshops to support and advice Cedefop's work on skills analysis	Ongoing
Regular information to Skillsnet members (Skillsnet Newsletter, e-mails, etc.)	Ongoing

MEDIUM TERM PRIORITY

INTERPRETING EUROPEAN TRENDS IN AND CHALLENGES FOR SKILLS, COMPETENCES AND LEARNING

Activity: Education and training 2010/b – Qualifications for lifelong learning

To interpret European trends and challenges in skills, competences and learning, Cedefop investigates qualifications and the learning outcomes approach in Europe, the way they influence education and training and whether they promote lifelong learning. This work also entails analysing evolving relationships between VET and higher education. In addition, Cedefop focuses on stepping up adult qualifications during the economic crisis to help the follow-up of the Council Conclusions on adult learning and pursues its work on methods and systems to validate non-formal and informal learning. Cedefop also monitors trends in roles and competences of VET teachers and trainers and actively supports implementing the lifelong guidance Council resolutions.

Desired impact

Through developing its expertise and providing support to working groups, networks and clusters established by the European Commission and the Member states, Cedefop supports stronger European cooperation in VET and lifelong learning. With this activity, Cedefop aims to contribute to the evidence-base for a European policy agenda to stimulate national VET or lifelong learning reforms. This activity also aims to contribute to Cedefop being acknowledged as a source of expertise on European VET policies.

Corresponding ABB activities: Education and training 2010/b

Principal activity outcomes

New knowledge and insights generated, policy advice provided and raised awareness of stakeholders on:

- qualifications trends and challenges
- consequences of learning outcomes based curricula on teaching and learning
- the relevance of the learning outcomes approach to creating a common standard language bringing education and training and the labour market closer together, the relationship between the Directive on professional qualifications (2005/36/EC) and the EQF
- the need to reduce barriers between higher education and VET and to foster cooperation between the Copenhagen and Bologna processes
- trends in VET teacher and trainer competence development and accreditation and the contribution of mentoring to the quality of teaching
- progress in lifewide and lifelong guidance and counselling and upgrading adult skills and qualifications at the workplace
- the use of validation methods by Member States and social partners, as well as by enterprises in recruitment and human resources management

Policy advice provided to:

- the European Commission's working group on adult learning, the focus group on VET teachers and trainers and the Cluster on learning outcomes

Outcome indicators

(with reference to Cedefop's performance measurement system)

Policy advice

- Citations in EU policy documents
- mandates given to Cedefop in policy documents
- EU policy documents to the preparation of which Cedefop contributed
- participation in committees, working and expert groups and other meetings of senior stakeholders, Presidency events and conferences that steer or support the implementation of policies

New knowledge

- Downloads of publications/working and research papers/briefing notes
- citations of publications/studies in the literature

Raising awareness

- Website traffic (broken down by theme and projects pages)
 - active participation in conferences and events
 - usefulness/satisfaction with Cedefop's conferences and events
-

Project 1: [Qualifications and learning outcomes](#)

This project aims to demonstrate how qualifications influence modernisation of education and training institutions and practices. This necessitates studying: a) how professions steer qualifications and how these are used in the context of labour market regulation, b) how to apply the learning outcomes approach to curricula, teaching and training practices and c) how the relationship between VET and higher education influences the permeability of education and training systems and their labour market relevance.

Principal outputs 2010	Timing/Frequency
Changing roles of qualifications in Europe (Reference publication and briefing note)	November
Transition and permeability in education and training (online working paper)	October
Workshop on transition and permeability	November
Relationship between learning outcomes and VET curricula (online research paper)	July
Workshop on the use of learning outcomes approaches in curriculum development	September

Project 2: Lifelong guidance

To support implementing the Council resolutions and the Spanish EU Presidency Conference on lifelong guidance (May 2010), Cedefop will review Member States' progress in lifelong guidance policies, in cooperation with European Lifelong Guidance Policy Network (ELGPN).

Principal outputs 2010	Timing/Frequency
Interim results of the lifelong guidance policy review (flyer)	April (for the Spanish EU Presidency Conference)
Guidance for youth education-to-work transitions (online Research paper – printed for Spanish Presidency conference and briefing note)	April
Career guidance in restructuring enterprises (online working paper)	August
Peer learning event on Guidance for entrepreneurship learning	November

Project 3: VET teachers and trainers

Cedefop will continue to monitor trends and developments in the roles and competences of VET teachers and trainers. In 2010, the thematic focus will be on a) bringing VET teaching closer to the needs of labour market, b) mentoring beginner teachers, and c) accreditation of in-company trainers.

Principal outputs 2010	Timing/Frequency
Changing roles and emerging competences of VET teachers and trainers (booklet and briefing note)	July
TTnet annual conference	February
Working papers on teacher mentoring; in-company trainer accreditation; upgrading VET teachers' knowledge and skills	October
Thematic TTnet workshops (VET leadership, in-company trainers, mentoring)	April, July, November
Expertise and advice to Commission's focus group and cluster on teachers and trainers	3 (to be confirmed by DG EAC)

Project 4: [Adult learning](#)

Cedefop will continue to analyse adult learning trends and policy developments, in particular how workplace learning contributes to skills development in the economic downturn.

Principal outputs 2010	Timing/Frequency
Policy review of key trends in adult learning at the work place (booklet and briefing note)	June
Analysis of practices to upgrade skills and qualifications at the workplace in the economic downturn	December
Expertise and advice to Commission's working group on adult learning	3 working groups

Project 5: [Validation of non-formal and informal learning](#)

This project supports the implementation of methods and systems to validate non-formal and informal learning.

Principal outputs 2010	Timing/Frequency
Strategy paper on how to take forward and implement the 2009 validation guidelines	October
Updated European Inventory, in cooperation with the European Commission	December
European inventory and European guidelines on validation of non formal and informal learning integrated and available online in Cedefop's web portal. To be carried out in cooperation with the Commission	September

MEDIUM TERM PRIORITY

ASSESSING VET'S BENEFITS

Activity: Researching VET

Understanding fully VET's benefits is necessary to make informed choices about investment in it and to devise new or reform existing policies and measures. In response to the Council Conclusions in 2007 and 2008 calling for research on the impact of investment in education and training, and the Helsinki and Bordeaux communiqués, Cedefop is investigating not only the economic and social benefits of VET for different groups – individuals, enterprises and economic sectors – but also its macro-economic and macro-social benefits. More comparable and reliable European VET data is a prerequisite to investigating VET benefits.

Desired impact

Cedefop aims to support an evidence-based European VET and skills policy agenda. At the same time, Cedefop seeks to be acknowledged as an authoritative source on the economic and social benefits of VET and on most up-to-date European VET research analysis, statistics and indicators.

Corresponding ABB activity: VET research

Principal activity outcomes

New knowledge and insights generated, policy advice provided to and raised awareness among policy makers, including social partners, and researchers on:

- individual and macro-economic and -social benefits of VET
- modernising VET
- cross-national VET research issues and findings
- trends in continuing vocational training in enterprises
- patterns of VET and lifelong learning

Outcome indicators

(with reference to Cedefop's performance measurement system)

Policy advice

Participation in committees, working and expert groups and other meetings of senior stakeholders, Presidency events and conferences that steer or support the implementation of policies

New knowledge

- Downloads of publications/working and research papers/briefing notes
- citations of publications/studies in the literature

Raising awareness

- Website traffic (broken down by theme and projects pages)
- active participation in conferences and events

Project 1: Research reporting

Cedefop's research reports cover a wide range of issues related to education, training and the labour market. They strengthen the evidence base for European VET policy-making. In 2010, Cedefop will continue to disseminate findings of *Modernising vocational education and training* (Cedefop's fourth report on VET research published end 2009), while releasing online the first results of its research on the economic and social benefits of VET. Ultimately, Cedefop aims to provide a comprehensive picture of VET's economic and social benefits and implications for policy in the fifth Research report to be published in 2012.

Principal outputs 2010**Timing/Frequency**

'Social benefits of VET for individuals' (online Research paper)	November
'Macro-social benefits of VET' (online Research paper)	November
Briefing note on the social benefits of VET	December
Article(s) in academic journal(s) on 'Modernising VET' (depending on review process of academic journal)	Second semester

Project 2: National research reports

National research reports provided by ReferNet in 2009 cover a range of research themes in EU countries. Among other topics, they discuss national research on VET benefits and complement research for Cedefop's fifth research report (see above). In 2010, cross-national research issues will be reviewed in thematic online readers; such cross-national research issues are broadly coherent with Cedefop activities.

Principal outputs 2010	Timing/Frequency
Online publication of the national research reports by ReferNet (eLibrary of VET-Bib)	March
European research overview on VET's benefits (online Research paper)	June
European research overview on VET and employment related migration and mobility (online Research paper)	August
European research overview on labour market transitions (online Research paper)	December

Project 3: [Statistics and indicators](#)

This project supports evidence-based policy and practice in VET by providing sound statistical evidence on VET related issues and by supporting statistical activities at European and international levels. It aims to support improvements in quality, methods and data collection. In 2010, Cedefop will disseminate findings from the third continuing vocational training survey in enterprises, launch an in-depth analysis of the EU labour force survey ad hoc module on entry of young people into the labour market, and continue to inform regularly on trends in VET and lifelong learning.

Principal outputs 2010	Timing/Frequency
Evaluation and interpretation of the third Continuing Vocational Training Survey (online Research paper and briefing note)	February
Contribution to and participation in meetings on statistical and indicator developments with key stakeholders (Eurostat, Commission, OECD, etc)	Ongoing
Regular update of Cedefop statistics and indicators web pages: statistics of the month; tables and graphs	Ongoing
Statistical support to Cedefop projects on patterns in VET and lifelong learning	Ongoing

MEDIUM TERM PRIORITY

TO RAISE THE PROFILE OF VET

Activity: External Communication

Cedefop will communicate key messages on VET to its stakeholders and the media, in particular on skill needs and skill mismatch, implementation of the European qualifications framework, adult learning and at the end of the year the findings of its latest European VET policy report. Cedefop will also continue to develop close working relationships with European institutions and provide background information to support their debates on VET. Locally Cedefop will organise events for Greek MEPs and for the local Greek community to keep them up to date on VET issues and Cedefop's role. Cedefop's web portal www.cedefop.europa.eu will present information on VET linked to particular themes as well as access to conferences through web streaming videos (live and recorded). Cedefop's networks will be supported through extranets and RSS feeds.

Desired impact

Cedefop is acknowledged as an authoritative source of information on VET, skills and competences and a well run organisation.

Corresponding ABB activities: External communication

Principal activity outcomes

New knowledge and insights generated and raised awareness of the importance of VET and Cedefop's role:

- on selected VET themes highlighted through Cedefop's publications, conferences, web portal and press releases
- among senior stakeholders, the wider VET community, the local Greek community and citizens generally

Outcome indicators/measures

(with reference to Cedefop's performance measurement system)

New knowledge and insights generated

- Downloads of publications/working papers/other

Raised awareness

- Web site traffic (overall, broken down by sections, data bases)
- active participation in conferences and events
- usefulness/satisfaction of participants with meetings and events organised by Cedefop
- media coverage (take-up of articles and press releases)
- events for the local community – in Cedefop and in Greece (Usefulness/satisfaction and number and type of participants)

Project 1: Communication with stakeholders and public relations

This project communicates Cedefop's key messages on VET to stakeholders and promotes a positive image of Cedefop at local, regional, national and European level. In 2010, Cedefop Briefing notes are foreseen on skills and 'green jobs,' as well as skill mismatch, the social benefits of VET and the findings of Cedefop's European VET policy report. Cedefop will follow closely the agendas of European institutions to provide relevant information to support debate and policy-making. Events will be held in Greece to maintain Cedefop's profile and explain to citizens its role.

Principal outputs 2010	Target/Timing (indicative month)/ Frequency
Publish the work programme 2011	December
Publish briefing notes online	Nine briefing notes, each in six languages, throughout the year
Update Cedefop public relations flyer	Spring
Support the organisation of Cedefop's attendance and representation at meetings of European institutions	Ongoing
Support organisation of Cedefop conferences and workshops	Ongoing
Organise events for MEPs and social attachés in Brussels	2 events in 2010
Organise reception for MEPs and local mayors in Thessaloniki	September

Organise a Cedefop event for Europe Day	May
Organise Cedefop photo award 2010	April
Receive visiting groups of VET professionals from across Europe	Ongoing
Produce a Cedefop promotional film	Ongoing

Project 2: [News service](#)

In 2010, the news service will report on major developments in VET, and will maintain regular contact with the media to draw attention to the findings of Cedefop's work, its conferences and other events.

Principal outputs 2010	Target/Timing (indicative month)/ Frequency
Cedefop newsletter (online)	10 issues
Press releases	20 press releases
Press conferences, technical briefings and interviews	Organised for up to three major Cedefop conferences

Project 3: [Cedefop's web portal](#)

The Web portal is Cedefop's principal means of communication. In 2010, a major effort will be made to boost Cedefop's web presence. Cedefop's web portal will present information in a new structured format to make this easier to find. Efforts will also be made to make Cedefop's website more prominent on search engines for those looking for information on VET.

Project outputs 2010	
Cedefop Web portal provides an easy access to content from a single entrance point	2010
Implementation of the Web management policy	Evaluated and revised annually
Managing the Web business processes for content placement in the Web portal	One meeting
Promoting the exchange of information with the ReferNet National websites (RSS news exchange)	Evaluated and revised annually (more if necessary)
Contribution to Inter-agencies Web managers meetings	2010-11

MEDIUM TERM PRIORITY

TO RAISE THE PROFILE OF VET AND (TRANSVERSAL OBJECTIVE) TO SUPPORT CEDEFOP'S OPERATIONS BY PROVIDING REGULAR, EFFICIENT AND EFFECTIVE INTERNAL POLICIES, PROCEDURES AND SERVICES**Activity: Information and documentation**

In 2010, the Library and documentation service will continue to provide a comprehensive, multilingual and up-to-date collection VET in the EU. The service selects, organises and disseminates information from Member States, European institutions and international organisations for VET stakeholders and European citizens. Cedefop's records management and archives service complies with best practice in providing access to records and preserving the institutions 'memory'.

Desired impact

Cedefop aims to be acknowledged as an authoritative source of information on VET, skills and competences and a well run organisation

Corresponding ABB activities: Information and documentation

Principal activity outcomes

Raising awareness among Cedefop stakeholders through increased satisfaction with Cedefop's:

- online databases (European training thesaurus, VET-Bib);
- reference service.

Cedefop's records management and archives programme follows good administrative practice.

Outcome indicators/measures

(with reference to Cedefop's performance measurement system)

Raised awareness

Web site traffic (overall, broken down by sections, data bases)

Efficient and effective support services

Quality and satisfaction with internal services, including training

Project 1: Documentation and Reference service

In 2010, Cedefop will continue to make the information its information and documentation service collects available to policy-makers, researchers and practitioners through its online database. Cedefop's bibliographical database, already the largest on VET in Europe, will be updated and expanded. Much of the information it collects is stored in online databases that can be used by VET. Other online tools like the European training thesaurus will be updated and experts' questions on VET answered through the library's reference service.

Principal outputs 2010**Target/Timing (indicative month)/ Frequency**

Maintain Cedefop's bibliographical database on VET (VET-Bib):

Add 300 new entries each month and increase the database by more than 10 % to at least 77 000 entries;

Update the European training thesaurus

Maintain the thesaurus using Thesaurus Management System (ITM) by end of 2010

Thematic profiles and bibliographies based on medium term priorities	Produce four new dynamic bibliographies for operational Areas, working with project managers and experts. Those bibliographies are updated in real time
Improve the library collection on VET and related issues	Publish and disseminate 12 issues of the library's new acquisitions list
Provide news for Cedefop newsletter and answers to queries (Reference service)	Answer around 1.200 queries, all of which within two weeks of receipt
Provide information on citations of Cedefop's work, web links from peer organisations, web site search engine position	Provide contributions monthly, collect performance data for analysis on a monthly basis
Support the Cedefop web portal project e.g provide metadata and/or controlled vocabularies for the web portal and other Cedefop information systems as needed	Ongoing
Seminars and training for VET-experts and staff	One induction seminar for all new staff, one in the first and one in the second semester
Seminars for external stakeholders	Introduction of library to external visitors on demand
Visitors	Host 100 visitors/groups of visitors a year
Seminars and meetings for ReferNet	One technical meeting for ReferNet per year in the second half of 2010
Contribute to meetings of the Eurolib network	Two Eurolib meetings per year, one plenary in the 1 st semester and one thematic in the second semester

Project 2: [Records management and archives](#)

In 2010, this service will continue to ensure organisational records are authentic, reliable, and accessible to meet business, financial, and legal obligations, preserve records of historical value and make it easier for people to do their work.

Principal outputs 2010

Principal outputs 2010	Target/Timing (indicative month)/ Frequency
Records Bank: records provided by records bank correspondents	Records uploaded on a daily basis; at least 1.200 records per year Monthly reports for mail registration

Report on number of incoming mail/outgoing mail	January
Develop classification system and retention Schedule for paper/electronic records	June
Updating guidelines and procedures for records management and start inventory of intermediary archives	June
Send a new set of historical archives to the Historical Archives of the European Communities (European University Institute, Florence)	September
Provide guidance on records participation in professional networks for web portal project	Guidance provided on request
Seminars for VET-experts and staff	At least one induction seminar for all staff per year
Training for records bank correspondents	Three training sessions for records bank correspondents
Contribute to meetings of Electronic Records Management Systems (ERMS) User Group for International Organisations	March 2010, at OECD, Paris

Project 3: [Electronic information systems](#)

This project will continue to design (web-based) information and communication tools and to support Cedefop communication activities. In 2010, particular attention will be given to developing and using Cedefop's contacts database as an effective tool for dissemination of Cedefop's work.

Principal outputs 2010	Target/Timing (indicative month)/ Frequency
ALEPH version 18 in production	January
VET-Bib web OPAC v.18 launched	March
Develop Cedefop contacts database	Integrated with web portal to provide list of Governing Board members by March. Four contact owners per area trained and using the system, 1 500 individual contacts, 2 000 institution contacts, four applications, 32 marketing lists (e.g. governing Board members): 10 communication activities in place by December
Enable European Training Thesaurus working group translators to work with system	EN and FR versions in production by March Import Danish, Estonian, Finnish, Italian, Dutch, German, Polish, Portuguese and Swedish by June

VET-Data Entry Tool used by ReferNet (MS Access)

Phase out VET-DET by June and replace with ALEPH GUI by December

MEDIUM TERM PRIORITY

**TO RAISE THE PROFILE OF VET AND (TRANSVERSAL OBJECTIVE)
TO SUPPORT CEDEFOP'S OPERATIONS BY PROVIDING REGULAR, EFFICIENT
AND EFFECTIVE INTERNAL POLICIES, PROCEDURES AND SERVICES**

Activity: Publications

Cedefop produces high-quality hard-copy and online material for publication and conferences. In 2010, electronic publications (working papers and research papers series) will become the standard format. Resources will be focussed on a limited number of flagship publications with supporting literature. A flagship publication for Cedefop in 2010 will be Cedefop's European VET policy report.

Desired impact

Cedefop is acknowledged as an authoritative source of information on VET, skills and competences and a well run organisation.

Corresponding ABB activities: Indirect costs redistributed across other activities

Principal outcomes

Raised profile of VET through high-quality hard-copy and online material presented in a clear user-friendly way, in a format appropriate for its various multilingual target audiences and major stakeholders

Cedefop's operations supported by providing regular, efficient and effective internal publications policies, procedures and services

Outcome indicators/measures

(with reference to Cedefop's performance measurement system)

Efficient and effective support services

(Internal) support services – CID

- services provided in the time agreed with colleagues
- meeting quality standards measured through satisfaction with services provided for colleagues (editing, translation, layout printing, library reference service)

Project 1: **Editing and translation**

In 2010, Cedefop will edit around 4 000 pages in English, which will include four corporate publications, four to five reference publications, research and working papers and for nine Cedefop briefing notes. Briefing notes will be translated into five languages, as will other shorter brochures and booklets to support flagship publications.

Principal outputs 2010	Target/Timing (indicative month)/ Frequency
Provide translation and language-support service to Cedefop's administration	Up to 4 000 pages of editing (depending on the level) for various publications including:
Provide editing and translation of Cedefop publications	<ul style="list-style-type: none"> • four Cedefop corporate publications (annual report, annual activity report, work programme, exhibition/publication catalogues) • four or five reference publications • nine Briefing notes • research papers and working papers

Project 2: [Layout and design](#)

This project will continue to provide graphic design concepts and identity systems for layout of flagship reference publications and for its conferences. They will ensure that publications and conferences are readily identified with Cedefop as an organisation and are appropriate to the subject matter.

Principal outputs 2010	Target/Timing (indicative month)/ Frequency
Develop graphic design concepts for Cedefop publications	<p>Four Cedefop corporate publications (Annual report, Annual activity report, Work programme, exhibition/publication catalogues)</p> <p>Four or five reference publications</p> <p>Flyers/promotional brochures</p>
Develop visual identity systems for Cedefop conferences	Conference programmes, folders, notepads, posters, banners for at least two large Cedefop conferences
Develop promotional material	Up to two exhibition catalogues, flyers, posters and banners for PR cultural events and the 2010 Cedefop Photomuseum Award and related exhibitions

Project 3: **Printing and dissemination**

This project will Cedefop will organise the printing of its flagship reference publications and organise print-on demand for other publications where hardcopies are needed for conferences or other meetings.

Principal outputs 2010	Target/Timing (indicative month)/ Frequency
Print publications and flyers	Material provided on time for at least four Cedefop conferences and exhibitions)
Produce material for conferences, promotional material	Within two weeks after delivery
Disseminate all publications to stakeholders	Within 3 weeks of the reception of final PDF file
Execute orders for dispatch to conferences	Within two weeks of request for up to 20 conferences
Process individual orders for publications	Within five 5 working days up to 1500 orders
Ensure stocks are at a reasonable level (Cedefop and Publications Office)	Run destockage action annually and organise reprints as needed
Provide statistics for electronic and hard-copy publications	Monthly

MEDIUM TERM PRIORITY (TRANSVERSAL OBJECTIVE)

TO SUPPORT CEDEFOP'S OPERATIONS BY PROVIDING REGULAR, EFFICIENT AND EFFECTIVE INTERNAL POLICIES, PROCEDURES AND SERVICES

Activity: Area Resources – Operations Support

An efficient and effective administration makes a direct contribution to achieving Cedefop's operational objectives. It develops internal policies, procedures and services in line with the strategic and operational objectives of Cedefop, based on the Staff Regulations and the Financial Regulation. The administration supports operations in the areas of human resources, procurement, finance, ICT and facilities. It develops in-house tools and procedures to streamline administrative tasks, to optimise organisational efficiency and to ensure clear and accurate reporting.

Desired impact

With this activity, Cedefop aims to be acknowledged as a well run organisation and provide good support services for its operations and staff.

Corresponding ABB activity: Indirect costs redistributed across other activities

Principal outcomes

Good support services provided and good administrative practice followed through:

- on-time provision of services (Human Resources, Procurement & Finance, ICT and Facilities)
- Human resource management
- budget, financial and contractual management

Outcome indicators

(with reference to Cedefop's performance measurement system)

Efficient and effective support services

- Percentage of establishment plan filled (including ongoing procedures)
- timeliness and duration of selection procedures
- training provision meets targets set in the strategy
- % of budget executed
- % of payments within 30 days
- timeliness of procurement procedures
- success rate of procurement processes

Quality and satisfaction with internal services, including training

Project 1: Human Resources

The Human Resources service provides a full range of centralised, comprehensive human resource management services for Cedefop staff and assists Cedefop's management in attracting and retaining qualified employees.

In 2010, HR will continue to deliver effective HR services and focus on the implementation of the new appraisal and promotion processes, the further improvement of effectiveness by documentation and automation of procedures, as well as data protection and business continuity.

Principal outputs 2010**Target/Timing (indicative month)/ Frequency**

Basic HR services (selection, recruitment, rights and obligations, appraisal and promotions, leaves and absences, statistics etc).

Ongoing

Indicators

95% of the establishment plan filled by 31 December 2010 – (including ongoing procedures)

Full implementation of new appraisal and promotions processes (templates, guides, training)

Ongoing

Implementation of HR scoreboard (reports established and deployed)

Ongoing

Documentation of main HR procedures (tbd)

Ongoing

HR contribution to business continuity plan (tbd)

Ongoing

Data protection: prior checking notices to the EDPS and notifications to the DPO based on the work programme set out in the letter to the EDPS dated 17 December 2008

Ongoing

Continued training provision aligned with the operational needs of Cedefop

1st semester 2010

Full implementation of new training procedures (templates, documentation)

Project 2: Finance & Procurement

Finance provides support to Cedefop staff in forecasting, implementing and monitoring budget appropriations, ensures internal and external reporting on finance and budget related matters, and collaborates with ICT for continuous availability, enhancement and updating of corresponding tools (Fibus, PAME, MonRepos, ABB).

Procurement provides support to Cedefop staff in designing, carrying out and monitoring procurement and contracting procedures for operational and administrative needs, ensures internal and external reporting and collaboration with the IAC on those issues, and works with ICT for finalising and applying automation tools (website links, ProLive). In 2010 F&P will work (in collaboration with ICT) on preparing for introduction of a modern accruals based financial tool.

Principal Outputs 2010	Timing/Frequency
Outputs are composed of the following standard categories:	
• Satisfactory budget execution ensured (target: > 97%);	Bi-monthly
• Preliminary draft budget, draft budget, budget, ABB adapted;	As per the calendar of the internal (GB) and external (EC, budget authority) budget procedure
• ABB standardised at project level and serving also as guidance and monitoring tool;	Bi-monthly
• Fast and efficient payments (building on progress made in 2009);	By trimester
• Procurement planning monitored and followed (target: failed procedures < 10%);	Bi-monthly
• Automation tool (ProLive) improved, completed and used by all after appropriate staff training	Ongoing
• New guidelines on drafting tendering specifications and on opening and evaluation committees and new decision on procurement thresholds fully implemented after appropriate staff training;	Ongoing
• Quality, efficiency and regularity of procedures monitored (target: no substantial remarks of the CoA/IAS)	Ongoing

Project 3: Information & Communication Technology (ICT)

ICT provides the underlying hardware, software, network infrastructure, and enterprise services for overall operational objectives, taking into account available resources and defined risks.

In 2010: to complete and extent the unification of Cedefop's web sites, streamline (2009) home-developed tools automating administrative processes and workflows, raise the profile of Cedefop's information and data security structures to comply with best practice, expand the Europass operational framework with new tools and sustainable resources, deploy a fully resilient network infrastructure, plan and/or initiate major migrations for the end-user workplace (Windows 7), integrate and monitor efficiently ICT service outsourcing.

Principal Outputs 2010	Timing/Frequency
Well maintained core ICT infrastructures and services (99.9% availability of core systems & services)	Ongoing
ICT security framework implemented and policies deployed	September
Network upgrade finalised to attain full reliance and redundancy (started in 2009)	June
Storage capacity and server performance augmented to levels ensuring multi-year sufficiency and scalability	December
Major applications are highly available and well maintained (Europass, Web Portal, Fibus, Livelink)	Ongoing
Study Visits Programme is migrated	Summer
Web Portal core system is on-line, prioritized additional components are planned and/or integrated (e.g. Virtual Communities, opinion polls, surveys, blogs, access to Europass, inventories of NFIL, exchange of good practices, mutual learning and study visits)	Ongoing
New applications are developed and preparation for the introduction of a modern accruals based financial tool	To be decided

Project 4: **Facilities**

To be able within the budgetary constraint to continue to ensure the maintenance and the security of the building and to deliver the adequate support to allow the staff to achieve Cedefop objectives. In 2010, Facilities will focus on the implementation, improvement and follow up of maintenance of the infrastructure as well as business continuity and contract procedures.

Principal Outputs 2010	Timing/Frequency
Outputs are composed of the following standard categories:	
Basic facilities and Security services, maintenance works	Ongoing
Implementation and follow up of the repair works to be started for the building disorders (Implementation by OEK with Greek funding)	To be decided First semester
New guidelines on security standards and on emergency procedures Facilities contribution to Business Continuity Plan	Ongoing
Follow up of ongoing services contracts, drafting of technical specifications for new tenders	Ongoing
Proposals for improvements (energy saving, health, safety, and security matters)	Ongoing
Facilities planning and budget monitored	Ongoing

Activity-based budget 2010

Area	Activity name	FTE	Title 1	Title 2	Title 3	Total
RPA	VET research	11.04	990 493.90	114 974.34	329 452.32	1 434 920.56
RPA	Skills analysis	14.03	1 200 386.43	146 105.44	611 020.27	1 957 512.14
RPA	Policy analysis	15.64	1 284 864.26	126 877.49	370 503.44	1 818 245.19
RPA	ReferNet	3.36	326 763.34	35 005.49	986 436.24	1 348 205.07
ECVL	Education and training 2010	28.44	2 388 058.87	296 102.28	1 497 757.96	4 181 919.11
ECVL	Study visits	16.11	1 290 907.84	167 720.48	280 929.37	1 739 557.69
CID	External communication	14.91	1 386 563.92	155 230.66	252 938.95	1 794 733.53
CID	Documentation and information	13.45	1 184 330.16	140 106.93	266 192.11	1 590 629.20
CID	Publications – Content management	9.30	790 884.77	96 876.84	119 769.30	1 007 530.91
	ABB (1)	126.28⁽¹⁾	10 843 253.49	1 314 999.95	4 714 999.96	16 873 253.40
	Budget 2010 (2)		10 985 000.00	1 315 000.00	5 136 308.00	17 436 308.00
	(2) – (1)		141 746.51⁽¹⁾	0.05	421 308.04⁽²⁾	563 054.60

⁽¹⁾ Differences between the ABB and the budget 2010 correspond to:

- 1 new AD5 (8 months) post not included in the ABB, the allocation of this post is underway (estimated cost 45 000 EUR).
- A further 95 000 EUR is estimated to be the cost of the promotions for 2009 and 2010 (not yet allocated).
- Remaining amount (1 746.51 EUR) is due to rounding during calculation.

⁽²⁾ Differences between the ABB and the budget 2010 relate to commitments which will be covered by appropriations (on BL 3100 'Participation of non-member states in the work programme') of previous years.

ANNEX I

Provisional publications list 2010⁽¹⁾**INFORMING VOCATIONAL EDUCATION AND TRAINING POLICY****Reference publications**

VET Policy report 2010

Assuring quality in VET: the role of VET providers accreditation

Study visits catalogue 2010/11

Booklets

Short description of VET in Spain

Short description of VET in Belgium

Study visits outcomes

Research papers

The role of loans in financing VET

Credit systems and qualifications frameworks

Quality assurance in the social care sector: the role of training

Working papers

Analysis of EQF and ECVET test and pilot projects

The relation between sectoral qualifications and the EQF

European ECVET developments

Glossary on quality

INTERPRETING EUROPEAN TRENDS AND CHALLENGES FOR SKILLS, COMPETENCES AND LEARNING**Reference publications**

The skill matching challenge: Analysing skill mismatch and policy implications

Working and ageing – Emerging theories and empirical perspectives'

Updated skill demand and supply forecasts and analysis of potential imbalances

Skills for green jobs – worldwide perspectives (joint publication with ILO)

Changing roles of qualifications in Europe

Booklets

Skills for green jobs – A European analysis

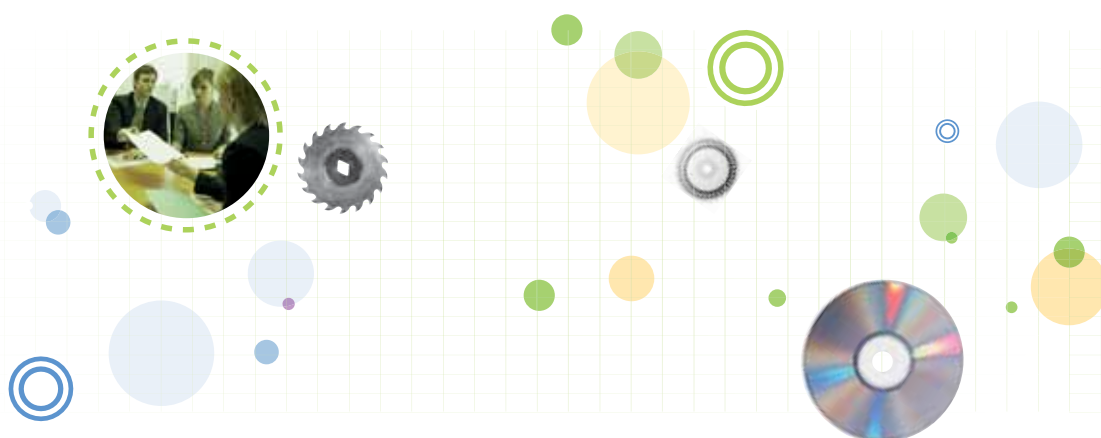
Changing roles and emerging competences of VET teachers and trainers

Policy review of key trends in adult learning at the work place

Research papers

Skill mismatch for ageing workers

Transition and permeability in education and training



Relationship between learning outcomes and VET curricula

Guidance for youth education-to-work transitions

Working papers

Employer survey on skill needs in Europe – result of feasibility study

Skill needs in enterprises – technical report on data needs, desired outcomes and relevant enterprise survey approach and methodology

Technical report on improved forecasting methodology and databases

Career guidance in restructuring enterprises

Teacher mentoring; in-company trainer accreditation; upgrading VET teachers' knowledge and skills

ASSESSING VET'S BENEFITS

Research papers

Evaluation and interpretation of the third continuing vocational training survey

Social benefits of VET for individuals

Macro-social benefits of VET

European research overview on VET's benefits

European research overview on VET and employment related migration and mobility

European research overview on labour market transitions

BRIEFING NOTES (POSSIBLE TOPICS)

Cedefop 2009 and 2010

Evaluation and interpretation of the third continuing vocational training survey

Updated skill demand and supply forecasts and analysis of potential imbalances

Skills for green jobs – A European analysis

The skill matching challenge: Analysing skill mismatch and policy implications

ECVET implementation

Assuring quality in VET: the role of VET providers accreditation

Changing roles of qualifications in Europe

Changing roles and emerging competences of VET teachers and trainers

European VET policy 2010 report findings

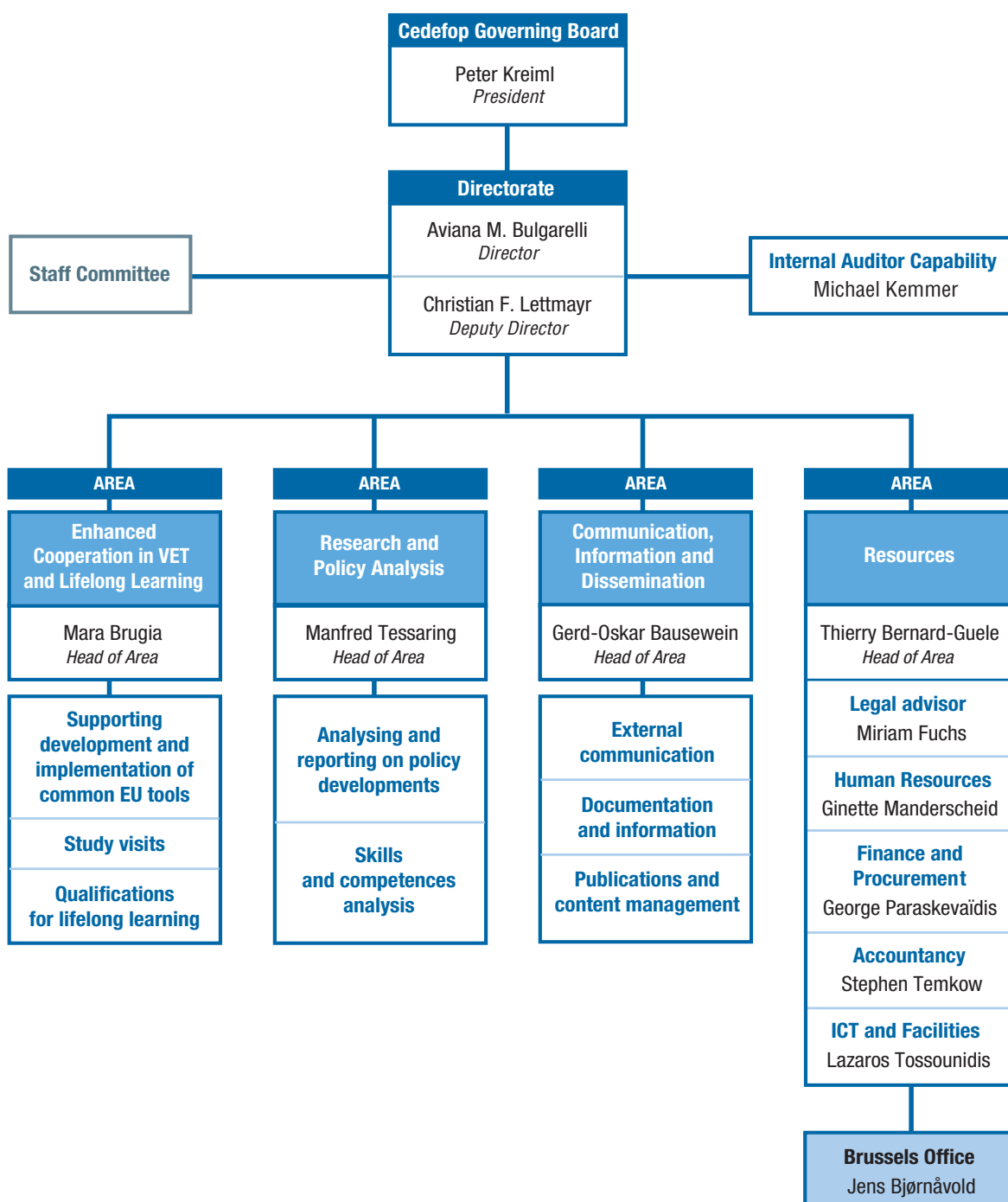
Policy review of key trends in adult learning at the work place

Social benefits of VET

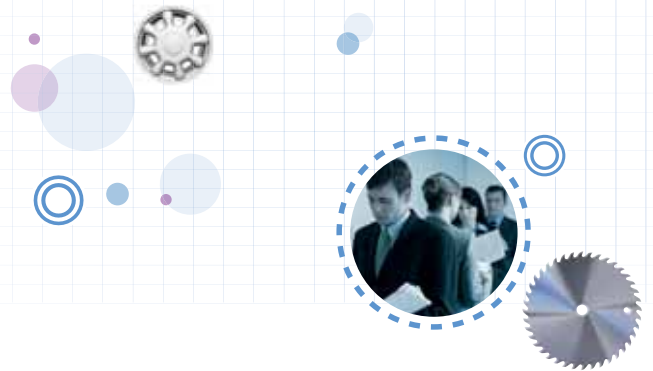
CEDEFOP ONLINE NEWSLETTER (10 issues)

ANNEX II

Cedefop organisation chart

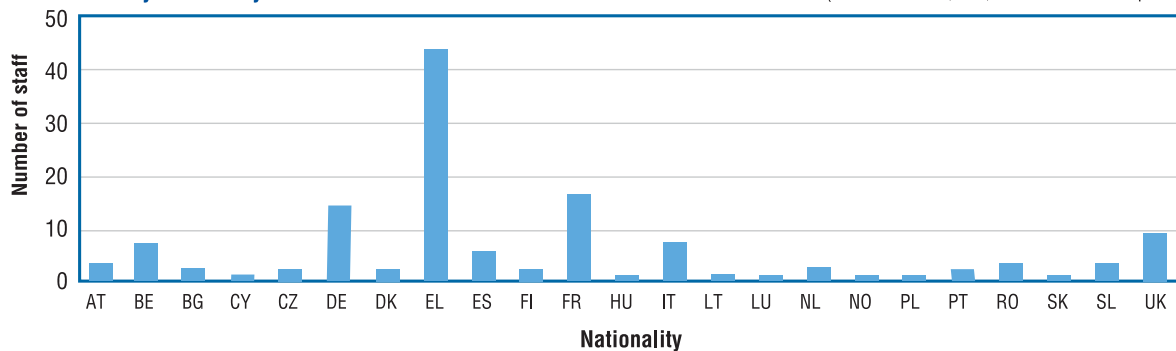


ANNEX III Human resources



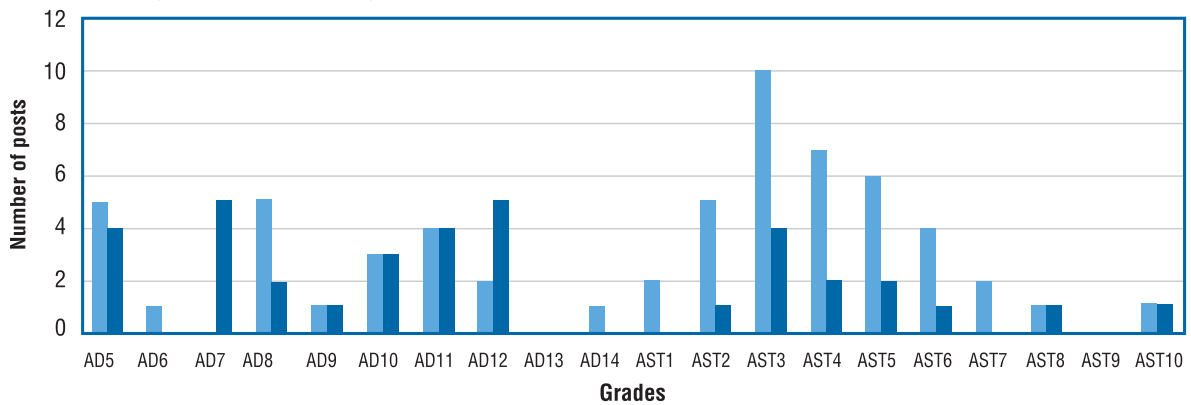
Staff by nationality 2009

(include Officials, TAs, CAs and Second Experts)



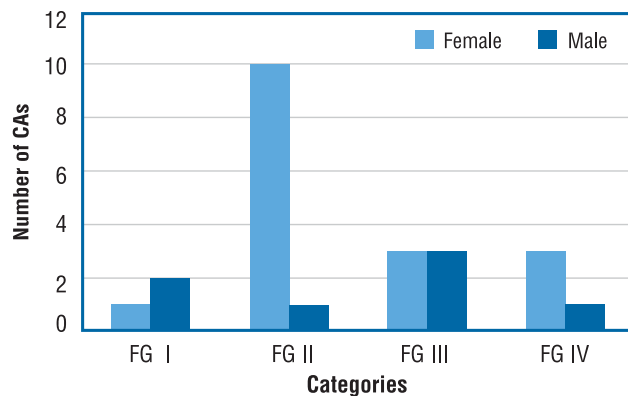
Category of TA and officials by gender for 2009

Female Male

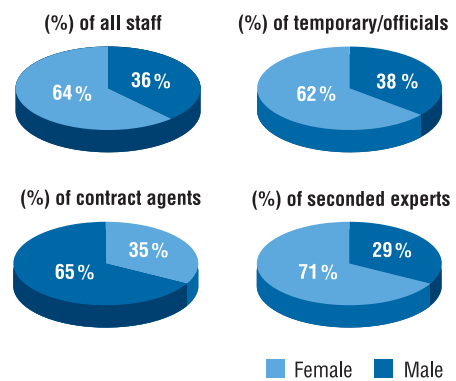


Category of contract agents by gender for 2009

Female Male



Staff by gender



ANNEX IV

Cedefop networks

Network title

For more information see:

European network of reference and expertise in VET (ReferNet)	www.cedefop.europa.eu/EN/about-cedefop/networks/refernet/ http://extranet.cedefop.europa.eu/
Network on early identification of skill needs (Skillsnet)	www.cedefop.europa.eu/EN/about-cedefop/networks/skillsnet/index.aspx
VET teachers and trainers network (TTnet)	www.cedefop.europa.eu/EN/about-cedefop/networks/teachers-and-trainers-network-ttnet/



ANNEX V

Cooperation between Cedefop and the European Training Foundation



Both Cedefop and European training Foundation (ETF) work in vocational education and training (VET) in a lifelong learning perspective, but with distinct missions, geographical scopes and objectives.

Cedefop contributes to developing and promoting European VET policy through research, policy analysis, exchanges of information and experience. It provides expertise to the European Commission, Member States and social partners. ETF is a change agent with a direct operational role in improving human resource capacities in EU partner countries.

Since 1997, Cedefop and the ETF have defined cooperation through an agreement that takes account of their specific missions and responsibilities. Originally, the agreement supported working arrangements between the two organisations during the EU's enlargement process, including introducing new Member States to Cedefop's ReferNet networks, as well as policy reporting and research.

Co-operation between Cedefop and the ETF 2010-2013

Cedefop and ETF will co-operate through:

- Exchanges of information and experiences on key EU and third country policy issues of mutual interest, relevant to each agency's mandate. Two meetings per year (one in Thessaloniki and one in Turin) for knowledge sharing.
- Cooperation on implementing the European qualifications framework (EQF) and national

qualifications frameworks, specifically use of the EQF outside the EU.

- Use of each other's work, materials and publications where relevant to implementing the Education and training 2010 programme, the strategic framework for EU cooperation in education and training and its tools, the Instrument for Pre-Accession (IPA) and the European Neighbourhood and Partnership Instrument (ENPI).
- Cooperation and exchange of information and good practices on administrative issues, including ad hoc procedures on specific issues, for example participation in evaluation panels.

Implementing cooperation

Cedefop and ETF implement cooperation through a joint annual work programme annexed to each agency's annual work programme. Cedefop and ETF convene at least two joint thematic meetings per year to ensure knowledge sharing and complementarity in their activities. ETF and Cedefop provide an annual report to the European Parliament on their cooperation, which will be included in each agency's annual activity reports. Ongoing strategic cooperation between the two agencies will be maintained at Director level and by their attendance at each agency's Board meetings. The framework for cooperation will be reviewed at the request of either agency's Board no later than 2013.

ANNEX VI

Cooperation between Cedefop and Eurofound

Background

The European Centre for Development of Vocational Training (Cedefop) and the European Foundation for the Improvement of Working and Living Conditions (Eurofound) have an excellent working relationship. Cooperation between the two agencies is based on the following principles:

- direct access to each others' work;
- careful coordination in areas of mutual interest and sharing project results;
- review of work programmes to identify opportunities for cooperation;
- consultation on annual work programmes and rolling framework programmes.

Cooperation meetings are organised at the following levels:

- both Directorates maintain regular contacts with each other;
- Cedefop and Eurofound project managers/ad hoc groups to coordinate cooperation and/or prepare future action;
- invitations to meetings (seminars, conferences, etc.) when the subject-matter is of specific relevance to both agencies.

Complementary contribution to the Lisbon strategy and cooperation in vocational education and training

Eurofound provides its knowledge of and background in socio-economic, labour and industrial relations. Cedefop contributes its expertise in lifelong learning. There are three priority fields for developing common activities between the agencies.

- Knowledge production

Activities will be implemented on the basis of the following priorities:

 - exchanges of information and approaches to elaborating common research and reporting activities;
 - exploration of developing common research tools and activities;
 - cooperation in the scientific committees and the advice and guidance networks in which both agencies are involved.
- Events and peer-learning activities

This involves in particular:

 - exploring and developing common peer-learning activities to support social partner organisations in the context of both employment and vocational training policies and systems at company, sectoral, national and European levels;
 - promoting common events and specific analyses to support European social partners;
 - developing peer-learning activities to improve and increase awareness of continuing vocational training for improving living and working conditions in the context of social, labour, economic and education policies at European level;
 - planning joint activities with other sectoral, national, European and international organisations (DG EAC, DG EMPL, ILO, OCDE, ETF, etc.).
- Dissemination activities
 - both agencies will use their human resources and IT tools to disseminate the results of their cooperation.

ANNEX VII

Cedefop performance measurement system



Introduction

Cedefop has developed a performance measurement system (PMS) for its medium-term priorities 2009-11 and its annual work programmes. The PMS measures project, activity and organisational performance. It aims to help Cedefop to manage and evaluate its impact, efficiency, effectiveness and relevance, as well as strengthen the alignment of the organisation's activities with its strategic objective and priorities for 2009-11. The PMS's rationale and how it operates are outlined below.

Method: the framework pyramid

The PMS uses three types of results – output, outcome and impact, in line with Cedefop's medium-term priorities and strategic objective. It is illustrated below in the form of a pyramid.

At the pyramid's base are Cedefop's projects. Projects produce outputs⁽¹⁾. Project outputs are studies, publications, conferences and attendance at meetings such as working groups and clusters (e.g. working on European tools and principles like the EQF). Projects are grouped into activities (the second level of the pyramid) and project outputs contribute to achieving activity outcomes. Activity outcomes are policy advice to and raising awareness among Cedefop's stakeholders, as well as filling knowledge gaps and generating new insights on VET issues.

Cedefop's activity outcomes are measured through collecting evidence of stakeholders' interest in the expertise and information Cedefop

provides (for example, downloads, circulation and citation of Cedefop publications) or through evidence of good service provision (for example, satisfaction with Cedefop conferences, timeliness of procurement procedures). Outcomes will be measured at the activity level because although projects will have outputs each year, the outcomes may not be generated during the same operational year, may be the result of several outputs and/or of several projects.

Moving to the third level of the pyramid, activities and their projects are linked, *primarily*, to one of Cedefop's medium-term priorities. However, this is not a strict one-to-one relationship, as activities linked to one priority can generate outcomes for others. There is one further transversal objective. This concerns the regularity, efficiency and effectiveness of internal policies, procedures and services. By linking project outputs and activity outcomes primarily to one medium-term priority, the framework aims to strengthen the alignment of Cedefop's activities with the organisation's strategic objective and priorities for 2009-11.

The fourth level of the pyramid shows that activity outcomes contribute to the impact of Cedefop as an organisation. Typical impact indicators for Cedefop include strengthening European cooperation, promoting an evidence-based European VET and skills policy agenda and being acknowledged as an authoritative source of information on VET, skills and competences.

(¹) Project inputs (financial and human resources) are monitored separately through Cedefop's activity-based budget.



Cedefop's impact is measured by evidence of Cedefop's stakeholders drawing from and using the outcomes of Cedefop's work to bring about policy developments (for example, new European tools or principles, or policy priorities agreed at European level). It is important to note that Cedefop does not bring about policy developments on its own. Outcomes of Cedefop's activities may, *along with other factors, or indirectly*, contribute to situational changes in European VET and related policy. Impacts have been placed at the organisational level because they may be the result of a long period of work and a combination of several outcomes.

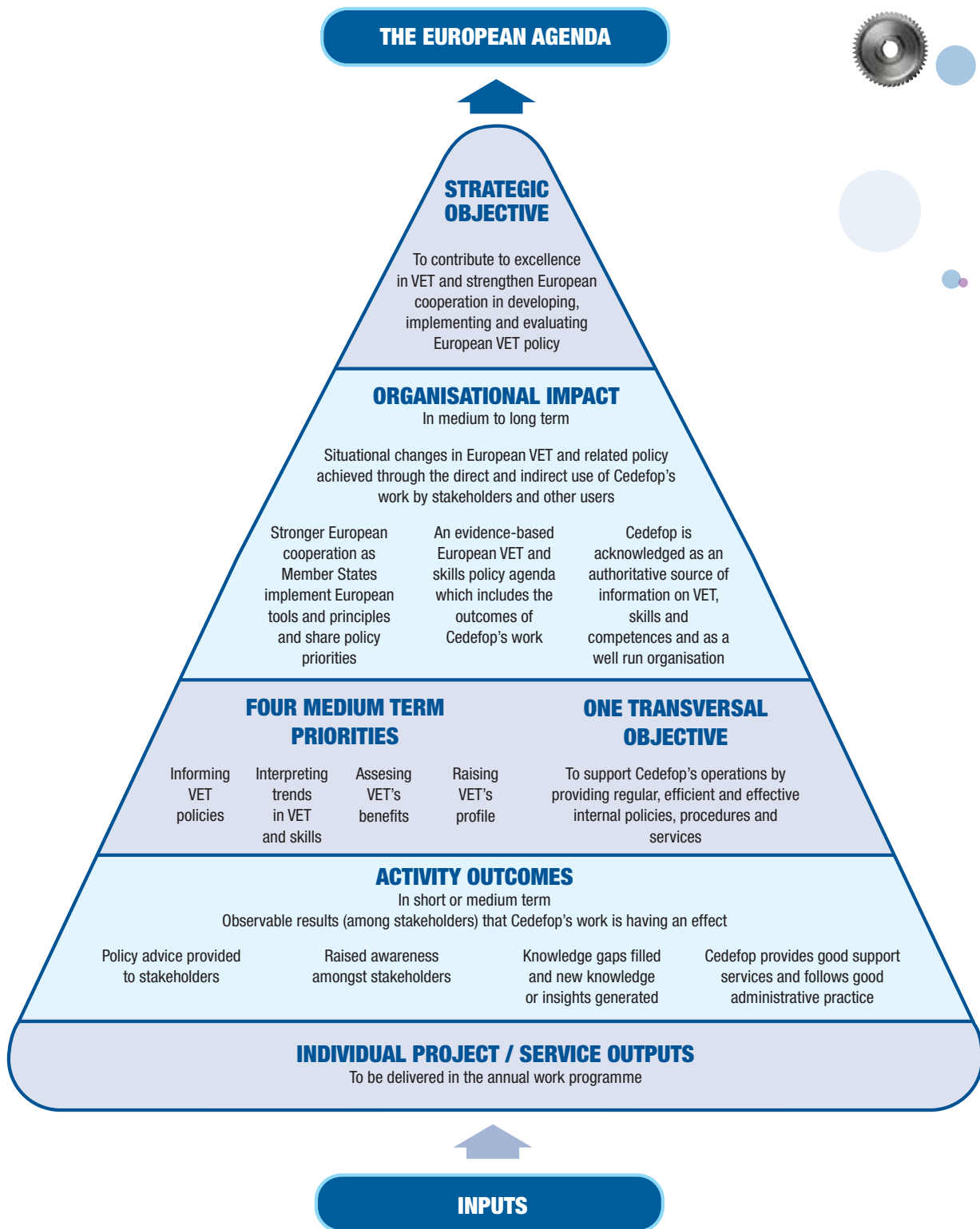
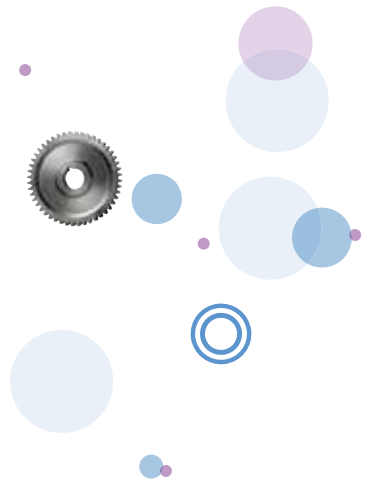
The top of the pyramid is Cedefop's strategic objective for 2009-11, which is aligned with the European agenda. Cedefop will achieve its objective if its projects outputs achieve the desired outcomes and they in turn have an impact.

Measuring Performance

Outputs, outcomes and impacts will be measured. Indicators have been devised (see below) to show if the desired results are being achieved or not. For outputs, an important source is the annual management plan which tracks, for example, publications and conferences. Outcomes and impacts are less tangible. They are measured using proxy indicators, for example tracking downloads and other uses of Cedefop's website, surveys on conference satisfaction, or documentary and bibliographical analysis which track citations of Cedefop's work. Measuring the impact of Cedefop involves evaluation methods to take stock of the organisation's achievements.

Much of this information is already collected. Cedefop has systemised its collection and analysis so that it feeds into, but does not duplicate, current reporting processes.

Cedefop's performance measurement framework – The pyramid



Cedefop performance indicators

No. Type

Impact

Evaluative approach: analysis of a set of outcome indicators (e.g. policy advice to stakeholders, participation in external events), possibly complemented by qualitative approach – focus groups, usefulness, surveys, etc.

Outcome PMS indicators	
1	Policy advice provided to stakeholders
	Citations in EU policy documents
2	
	Mandates and assignments given to Cedefop in policy documents
3	
	EU policy documents to the preparation of which Cedefop has participated (written contributions and provision of expertise in the context of our participation in working groups, committees, expert groups, etc.)
4	
	Participation in committees, working and expert groups and other meetings of senior stakeholders, Presidency events and key conferences which steer or support the implementation of policies
5	New knowledge and insights generated
	Downloads of publications/working papers/other
6	
	Citations of Cedefop publications/studies in the literature
7	Raised awareness among stakeholders, the wider VET community
	Web site traffic (overall, broken down by sections, data bases)
	Search engine position
8	Raised awareness among stakeholders and the wider VET community
	Active participation in conferences and events
9	
	Usefulness/satisfaction of participants with meetings and events organised by Cedefop
10	Raised awareness among stakeholders and the education and training community
	Study visit outcomes among stakeholders and the education and training community <ul style="list-style-type: none"> • proportion of participants satisfied with study visits; • distribution of the study visits by them; • distribution of study visits participants by target group.



No. Type

11	Raised awareness among citizens Europass outcomes among citizens	Europass outcomes among citizens • visits; • downloads; • creation of doc. online; • no. of countries using Europass mobility tools (from 2010).
12		Media coverage: • take-up of articles and press releases
13		Events for the local community (in Cedefop, in Greece): • usefulness/satisfaction; • number and type of participants.
14	Efficient and effective support services	Internal support services – Resources: • percentage of establishment plan filled (including ongoing procedures); • timeliness and duration of selection procedures; • training provision meets targets set in the strategy (training per capita); • % of budget executed; • % of payments within 30 days; • timeliness of procurement procedures; • success rate of procurement processes.
15		(Internal) support services – CID • % of services provided in the time agreed with colleagues; • % meeting quality standards measured through satisfaction with services provided for colleagues (editing, translation, lay-out printing, library reference service).
16		Quality and satisfaction with internal services, including training
Output PMS indicators		
1		Number of publications/working papers
2		Number of meetings/events
3		Number of news items
4		Number and types of visitors at Cedefop events
5		Number of study visits

ANNEX VIII

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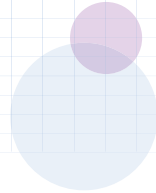
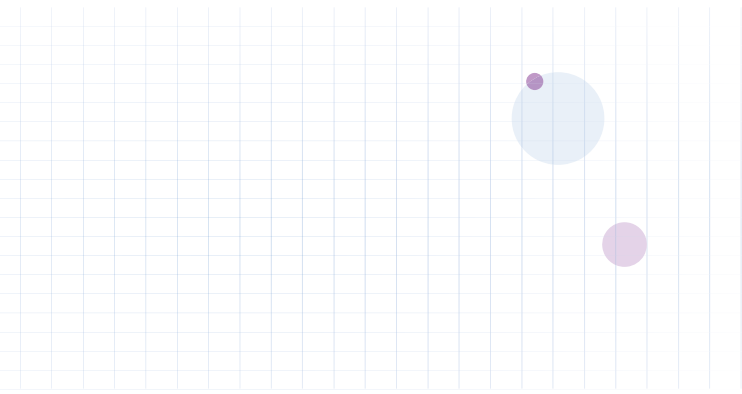
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