

workSAFE

Training on HSW for Footwear

2WorkSafe - Cascade Training Methodology on HSW for Footwear Sector

Final Report

Public Part

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Executive Summary

The project entitled 2WORKSAFE aims at developing, piloting and disseminating an innovative ICT based training process in the field of Health, Safety and Hygiene at Work (from now on designated by HSW) based on the b-learning methodologies, in order to support Footwear companies to develop the necessary skills to implement their own HSW organizational projects. It has appeared to respond to the special needs on HSW skill in Footwear companies identified by a group of organizations all related to Footwear by one way or another which turned to be the consortium of the project and gather all competences to develop and accomplish the objectives of the project.

That on-line training process includes 3 b-learning courses targeted to 3 different groups of individuals working in Footwear, which includes shoe and components factories and is based on a cascade methodology where the higher key-people firstly develop the necessary skills, than organize and promote the training of their subordinates, who, by their turn and after their own skill development, organize and promote the training of their own subordinates, namely the direct operational workers who is the biggest group on this chain. Those mentioned target-groups all have responsibilities on companies' HSW organizational projects and are the following: HSW responsible, departments' top responsible and workers, and the project aim at developing one b-learning course for each one of those target-groups. Therefore the differences will be noticed not only on the contents but most of all on the different approaches supported on different methodologies depending on the level of qualification, experience and involvement that can be found in each one of the mentioned target-groups. The main objective of this innovative on-line training process is, through the improvement of skills, to support footwear companies to assume, implement their HSW organizational projects, accomplish legal requirements, improve labour conditions, improve standards of health and quality of work and life of their employees and till certain extent to reflect that as far as possible in the quality of manufactured products and the improvement of the transactional products and services of enhanced add-value. By other hand to be a mean of developing transferable skill, such as HSW issues, ICT, leadership (which are also considered key-skills and they are considerably important for the recognition and validation of formal and informal competences), specially targeted to people in labour market with lower qualifications, supporting them in the process of improving their employability and their personal entrepreneurship. The cascade training methodology and all the products related will be produced and delivered in 5 languages, namely English, Portuguese, Spanish, Italian and Greek and will be available on www.ctcp.pt/inovacao/2worksafe. Although 2WORKSAFE began as a training project where a considerable number of product were expected to be produced and deliverable till the end of 2010, in the frame of HSW targeted to Footwear, nowadays has already an impact on the companies which is target to and also on the organizations involved in the consortium, not only in the field of HSW but also in the field of the differentiation, the repositioning in labour market by the enhancement of the quality within a chain of protagonists and players, involving suppliers, manufacturers, costumers and all involved entities and public and private institutions. The consortium seeks mainly to raise and develop a culture on quality and sustainable competitiveness, which includes HSW as a key aspect, Footwear Community throughout Europe.

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1. Project Objectives

The main objective of 2WORKSAFE is to support Footwear industry (shoe and components) to implement HSW organizational plans, help them to accomplish legal requirements and consequently to improve the labour conditions and the standards of working and living of their employees. The approach to do so is the professional training in an innovative methodology characterized by a cascade of training products based on b-learning, which will involve all the staff and workers within the Footwear companies.

The group of products which involve 3 b-learning courses addressed to each one of 3 different target-groups has its own training objectives, although the common objective is the development of skills on HSW which represent key-skill to the development of the above referred general objective.

Regarding the difficulty of writing about objectives apart from the main products expected to be developed within the project as well as target-groups, we chose to analyse one by one main product, its related target-group and objectives, as following:

- Group 1 - Responsible for HSW in companies and employers: the HSW top key target-group will be involved in a process of learning where they will perform a double role: a role of trainee as one of the b-learning courses is specially addressed to them, where the development of key-competences on HSW as well as on communication and pedagogical issues are expected; and the role of trainer/tutor, since it's expected that, in the cascade process, they will promote, accompany and evaluate the top department responsible in companies (commercial responsible, production responsible, logistic responsible, financial responsible,...etc.) in their training process;
- Group 2 - Top department responsible: this target-group composed by responsible for the functional areas in the companies (commercial, financial, production, product engineering, logistic, etc.) will be involved in the training process with a double role, as well as the first group. They will be trained with the support of another b-learning course specially addressed to them, on HSW skill but also leadership, communication skills and pedagogical issues, as they will be also responsible for the involvement (promotion, accompany and evaluation) of their subordinates – workers more directly involved with operational activities in the companies;
- Group 3 - Workers: this third target-group is composed by the direct collaborators of the companies who perform the most operative activities and they are managed by the second target-group. In this cascade training process, they are expected to assign the third b-learning course, which aims at developing the most practical information and skills, in order to proceed with the implementation of HSW organizational plan of their company. In additional a group of training objectives will be accomplished, besides HSW skills, such as ICT skills, communication skills, which are key-skills that improve their employability, their personal entrepreneurship.

Beyond those objectives directly related to companies, whether at a general level – of developing better labour conditions, support the implementation of HSW

organizational plans in companies, which can be reflected in a better quality of the products and processes, and considered an important tool to contribute to the Quality assurance; or at a more targeted level – of developing key-skills on HSW and more transversal skills, contributing for the improvement of the qualifications of the three target-groups; the project defined some other objectives such as:

- Get to know with a high level of precision, the situation concerning the domain of the HSW key-skills (diagnosis of training needs) throughout those three main target-groups, in Footwear companies, in Europe, having as the presupposition that the situation in the main footwear manufacturer countries in Europe are Portugal, Spain, Italy and Greece, at least the most traditional ones, that remain in a significant level of production, nowadays;
- Improve the ICT competences and soft skills in general, in the target-groups directly involved with the project, specially the piloting and validating phase of the project, and afterward all who feel like using the methodology and the real products to improve their competencies or to promote training for their employees;
- Change the paradigm of the training in traditional economic activities, by the improvement of the self-training supported by a blended methodology which is composed by an ICT support (e-learning) and a coacher who is responsible for motivating the trainees, implementing the process and accompanying and evaluating it;
- Create a special attention to HSW issues within Footwear companies, more immediately in the Mediterranean footwear producers and later on at an European Level;
- Promote the enhancement of the labour conditions, in Footwear industries, in respect to the legislation but most of all to the improvement of the quality of the work as well as the workers' life in general what concerns professional or personal and familiar standards of living;
- Promote the transference of the improvements concerning labour conditions directly to product itself (shoes and components), seeking the production of a more added value products, better positioned in the market and capable of competing with the most warlike players worldwide. The partners, all related in a way or another to Footwear seek also the understanding of the costumers all over Europe that when they buy a pair of shoes they take home also responsibility and concerns about issues related to the health and safety of people working in factories, so they must valorise it at the moment of the purchase.

At the final of project lifetime, important milestones have been conquered concerning the accomplishment of the objective at all levels:

- A significant number of companies within Footwear industry in the four countries involved have been mobilized to the referred issue as well as in the understanding of the situation concerning HSW knowledge and competences. The partnership developed an additional tool that allows a continuous diagnosis of training needs with special interest for the companies in particular and individuals. The tool which consists in a questionnaire on-line in 5

languages is posted in the front page of the project website www.ctcp.pt/inovacao/2worksafe promote a self-assessment of the skills related to HSW to the end users and gives an automatic results as well as drives the user for the most adequate training in order to overcome the deficit of skills in this matter. Therefore it's both a self-assessment and a guidance tool. It also allows the extrapolation of the results achieved in the 5 countries to the other countries in Europe and outside. More than 300 people used it;

- A significant group of 20 collaborators from a company, with whom the piloting phase has been performed, had an experience of b-learning for the first time, and reported their positive impressions on the experience vivid during the mentioned phase. More than the contents, some the impact has been at ICT level as well as in the development of a good practice on learning to learn, and improving the autonomy to define their own learning rhythms;
- A significant group of external observers of the project are involved in the observation of the impact final products have in the target-groups, and are allowed to continue punctuate the quality of the products and post it in project website;
- A practice on self-assessment of partnership project is available to the public in general;
- A new model of training in companies is available to be transfer to other contexts and other sector of activity;

2. Project Approach

2WorkSafe is a project strongly connected to the entrepreneurial world. Since the very beginning of the development of the project idea, which has been supported by realistic needs emerged from companies, up to the very end, with the achievement of products that fit those identified needs, passing by a long track of implementations always envisaging the benefits for companies and working with them on piloting, on diagnosis, on evaluating, and so on.

That connection is also visible through partners who constitute the consortium, very connected to economic sector, coming from a various range of stakeholders, including one company who worked all the time and within all work packages with the called developer partners.

The 2WorkSafe working plan had 11 work packages which included:

- Management and quality assurance work packages – using approaches most possible connected to the business world, including tools for assessment provided by the entrepreneurial experience;
- Development Work packages related to the innovation envisaged;
- Work packages related to the communication with exterior (promotion, awareness-raising, dissemination and exploitation), taking the advantages from the relationships between partners and the entrepreneurial world and trying most possible to be in the same environment that companies use to be – fairs, business events, innovation journeys, etc.;

The work plan has been followed most close possible to the predicted, with some slips concerning time schedule and human resources consumer. 2WorkSafe is a project of an intensive intellectual work development, as it seeks to develop 3 b-learning courses with contents related to HSW, particularly targeted to Footwear.

Concerning the management approach, the partnership set out a Steering Committee with the following responsibilities: participate in monitoring meetings, select and mobilize resources to develop the work within work packages, to report the progress of the project to the coordinator, i.e. all responsibilities at a level of monitoring and coordinating activities. The partnership set out to develop the project in work packages, each one of them led by a partner according to their competences and availability. The distribution of the work was very efficient and effective.

The project developed a management platform with restrict access to partners, aiming at communicating and to gathering all information produced and/or used by the partners. That platform had the possibility to store all documents related to the project, as well as media contents, to send and receive e-mails, to organize contents, to make searches, etc. The platform had also the possibility to manage contents to edit news and to edit e-newsletter and send them to a mailing list..

This methodology of communication using ITC supporting tool demonstrated to be very adequate to the dimension of the partnership, promoting the transparency and democratization of the information.

For the awareness-raising and the dissemination, whose work packages the partnership decided to merge concerning the main tools, the project has a website www.ctcp.pt/inovacao/2worksafe allocated in CTCP's server in order to be able to continue without any restriction of time, after the project lifetime. At anytime, anywhere, any partner can have what ever needed concerning the project.

The project website was designed to be the “face” of the project to the exterior, to include the most important information concerning the project and its products, to make the products accessible to the target-groups, and summing, to update all the users. Regarding the attention to the continuous evaluation of the project, the website posts also a barometer of the progress of the project and the innovative and creative level he project can achieve, through the eyes of the external people in somehow related to HSW (this issue will be treated few line above). The Logo which has been discussed very deeply, pretends to convey an idea of cleanness and confidence, comparing to the same feeling HSW should convey.

The diagnosis whose work package has run before the development of contents, was already very ambitious, which has ended in very important conclusion, allowing to move further with the work plan. The diagnosis followed a methodology which predicted the participation of other players beyond the partnership and involved the following steps and correspondent tools:

- The introducing of working groups, one per country, which include Experts on HSW from partners, HSW professionals from companies and other relevant representatives whose role was to identification of “benchmarks” concerning skills on HSW for the 3 different target-groups, give freely opinions on Training Needs on HSW concerning different target-groups and propose questions for the questionnaires targeted to companies.
- The collection and comparison of the outputs from all working groups to produce analysis grid and the three mentioned questionnaires to be applied to companies;
- The application of the questionnaires by Partners more related to companies (CTCP, AEC, CESECA and ELKEDE) in their own country;
- The postage of the 3 questionnaire in 5 different languages in the homepage of the website in order to allow companies and individuals all over the world to self-assess their own skills on HSW and also to improve the data for the diagnosis, contributing for a wider view of the lack of competences in this matter;
- Collection and analysis all information and the production of the Diagnosis in English to be validated by all partnership.

The idea of the working groups was to provide the best environment for the partners' staff and other involved persons to analyse the situation of the HSW skills inside footwear and components companies in the corresponding countries, determining which skills are more relevant regarding the 3 different target-groups and how deep those skills must be developed. The diagnosis which will be provided soon in the

project website produced important information for the development of further work packages.

The definition of contents to be developed involved all partners and was supported on the conclusions on the Diagnosis of Training need but mostly on the conclusion on the working groups involving all the project stakeholder including, above all, the Footwear and Component companies. The development of the contents was mainly performed by the developer partners due to their competencies and experience on this matters related to HSW. Although it has been a very intellectual and solitary activity, the contents development has been followed by all the partners, especially by the company where the piloting phase has been run, afterward. All partners participated in the elaboration of the “Contents’ Development Plan” which constituted the guide for the structure of the modules/sub-modules/training sessions.

The piloting phase has been undertaken by CODIZO, the company, with the direct support of CTCP and the supervision of the other partners, who made the adjustments on-going, i.e., as far as the questions/suggestions/problems were reported, the developer partners and CTCP made the necessary adjustments.

In 2WorkSafw, the evaluation was seen as a transversal matter to almost all activities of the project.

The evaluation of the transnational meetings is performed with the support of a questionnaire where the participants are invited to evaluate the usefulness of the discussed issues, the quality of the information spread, the level of clarification and accomplishment of the objectives for the certain meeting, etc., and punctuate a range of criteria, as well as add suggestions to improve the quality of the meetings. The coordinator analyses and delivers the conclusion on that evaluation, with corrective measures or just measures for improvement. There have been some improvements in the preparation and performing of the meetings, as a consequence of the evaluation;

The evaluation of the project and products has two approaches, both complementing each other. One of them is the external evaluation that gives a continuous feed-back on the quality and impact of the products, quality and effectiveness of the approaches, given by a panel of external experts, who works as external observers, and give continuous feed-back to the project. The panel is constituted by a wide range of experts in the field of HSW, as they are HSW professionals, users, controllers, trainers, evaluators of labour conditions, etc. That feed-back is given to the consortium by a continuous valorisation of a scoreboard of indicators, which is posted in the public part of the project website. This methodology of external evaluation is valid and the feed-back precious, based on a methodology of investigation/action, that provide continuous input in order to continue improving the project, its activities and products.

In addition to that external evaluation, the project has its own self-assessment procedure, based on EFQM methodology which provides a questionnaire of self-assessment to be applied twice in the project lifetime. The first has already taken place during the quality workshop of the 3rd work meeting and it’s provided important moments of interior reflections on the main points of the EFQM questionnaire: Quality of Leadership; Policies and strategies that support project activities, tasks and approaches; Opportunity and suitability of the people involved; Partnerships made

and affected resources; Addressed processes; Results for costumers/target-groups; Results for People involved; Results with society value; Key Performance results. For each one of these main aspects, the questionnaire provides detailed questions which promote the discussion and the detection of gaps or fails which drive to the design of corrective measures seeking the improvement. This exercise will be repeated at the end of the project. This methodology of improvement, through the self-assessment having in mind those fields of analysis, was originally developed to be applied to companies. Thus important adaptation had to be made. The basic presupposition was that the consortium was considered a company with a CEO, a team of top-department directors, a staff which works in the activities, costumers (target-groups, Footwear companies, Executive Agency), suppliers and stakeholders.

3. Project Outcomes & Results

The partnership divided the outcomes in two groups:

- 1- nuclear outcomes which consist in the 3 b-learning courses targeted to 3 different target-groups in companies;
- 2- side outcomes which consist in support documents, part of them with a public interest and the other part interesting and needed for the development and improving of the project and the main outcomes.

All those outcomes can be accessed by the project website www.ctcp.pt/inovacao/2worksafe, some directly through the public part of the website, as for others, the interested part should ask through the same website for credentials to access.

The main products, which are represented by the 3 different b-learning courses are directly related to the project objectives, allowing, very objectively, to accomplish the enhancement of skills on HSW in Footwear companies for the benefit of Companies' products and services Quality, labour conditions, peoples' qualifications and their own standards of living. At the project's end, 20 collaborators from a Footwear company in Portugal got skilled on HSW, concerning their jobs demands, as well as improve their own job spots and caught the challenge of qualification. That has a tremendous impact in their lives at professional and personal level, opening wings to further training and personal valorisation, as well as introduced a new dimension of the strategy of the Footwear company involved and support it accomplishing the legal requests.

The project produced also numerous products which the partnership call "side products", whose roles were also accomplished, as they supported the creation of the main products, allowing them to be the most adequate as possible to the companies' needs and the closest possible to the target-groups' needs and expectations, whom it has been produced for. Some of those products have also an important role of potentiating the use of the main products, guiding and advising the users, in order to get the most profit possible of the product. As for an example we can mention the "Guide for the Best use of Cascade Training Methodology" which incorporates also the user manual for the 3 b-learning courses and integrates them in the innovative Training Methodology.

The website has been understood as the project's "open window" for entrepreneurial world which role is to divulge the project, disseminate the products and raise awareness concerning the matters of HSW, and to judge from the number of accesses, many people and companies worldwide have been accepting the challenge of improving skills and be informed on HSW. It has helped partnership to reach companies which are the real target of the project. As for the final workshop the results were also surprising as an interesting number of companies showed up and got involved in the matters of HSW, requesting information concerning the products.

The most relevant outcomes for the target-groups involved are briefly described in the following table:

Product / Outcome	Briefing of the product	Languages available	Access	Contribution for objectives	Impact on target-groups
Project website & e-newsletter	Provides information concerning the project, partners involved, products, news and events related to HSW. Contains also a self assessment on HSW skills in 5 languages; contains a scoreboard on indicators on the opinion on the project and products from stakeholders.	Main language: English ; Google translator: any language Self assessment on HSW skills – English, Portuguese, Spanish, Italian, Greek.	www.ctcp.pt/inovacao/2worksafe.pt	Divulge project and products, disseminate products, raise awareness on HSW matters; opens the project to business world in particular and individuals in general;	Target-groups informed in the developments on HSW, events, general information, opened to challenges as self-assessment on HSW skills.
Diagnosis of Training Needs on HSW in Footwear Companies	This document consists in the Diagnosis of Training Needs on Hygiene Security at	English Portuguese Spanish Italian	Public access of www.ctcp.pt/inovacao/2worksafe	This product contributes for the knowledge of the situation concerning the domain of HSW matters among	The main interests for the target-group was to produce a self-assessment questionnaire on HSW skills which is

	Work in Footwear Sector in Europe, based on a research made in the 4 different countries involved in the project which are also the most traditional representatives of Footwear in Europe.	Greek		Footwear companies in Europe and supported the development of the courses.	accessible in the project website in the 5 mentioned languages, providing the target-group with a tool which allow them to realise their needs and support them to create strategies of improving skills.
Structure of courses on HSW	Consists in three training itineraries on HSW which intend to define strategies to deal with the training needs on HSW identified in the research /Diagnosis	English	Public access of www.ctcp.pt/inovacao/2worksafe	Add value for companies and training entities when structuring the training to be developed in order to lead with needs or detected problems on HSW.	This product is not targeted to final users bu, conversely, it's a product that allowed the development of the final products – b-learning courses. So an impact on Target-groups is not expected.
Contents on HSW	A wide range of contents on HSW, envisaging at	English Portuguese Spanish	Can be acceded in the website private area. The user must accede to www.ctcp.pt/inovacao/2worksafe	Those contents enrich the existing knowledge on HSW in the scope of Training to	The contents will have impact on target-groups through the b-learning courses.

	developing the skills where the most significant needs were identified, following different approaches concerning 3 different target-groups in companies	Italian Greek	and ask for credentials to use the products.	Footwear, although some contents/matters are very transversal concerning sectors of activity. They contribute for the development of pedagogical material on HSW, target to individuals, training entities, other authorities.	
The Best Use for the Cascade Training Methodology on HSW for Footwear – 2Worksafe User Manual	This product includes two main components namely: Methodological approach to cascade Training Methodology; Manual/guide to support the use of the products, including strategies and tips for the tutors.	English Portuguese Spanish Italian Greek	Public access of www.ctcp.pt/inovacao/2worksafe Can also be found within the B-learning courses in private area	Contributes for the dissemination and clarification of the methodology, and provides the users with important information concerning the specific training approach, details on the approach, guidance on the use of the products, specially the 3 b-learning courses; finally promotes the best use of products, therefore potentiates the main products objectives themselves.	Target-group clarified on the Training methodologies, courses potentialities, and if they are tutor in the Cascade Methodology, it provides also guidance on tutoring as well as some tips and strategy for the implementation of the training methodology in companies.

B-learning courses on HSW for Footwear	Consists in 3 b-learning courses targeted to 3 different groups encountered in Footwear companies: HSW responsible; Department Responsible; Worker. The user when acceding to the platform has the possibility to choose the language and the course which is more adequate to his/her profile.	English Portuguese Spanish Italian Greek	Can be acceded in the website private area. The user must accede to www.ctcp.pt/inovacao/2worksafe and ask for credentials to use the products.	The courses will provide the skill upgrade on HSW necessary to raise the qualification on HSW in Footwear companies, contributing for the development of labour conditions, improvement of job-spots as well as Quality of products and services.	Target-groups more qualified and skilled on HSW, as well as more skilled on using of ICT, carrying for the self continuous improving and learning to learn.
Guide for the application of EFQM Self-assessment methodology in Partnerships	This guide aims at making available to all entities / partnerships a methodology for self-evaluation in partnership	English Portuguese Spanish Italian Greek	Public access of www.ctcp.pt/inovacao/2worksafe	This product contributes to the objective of continuous improving, as it promotes a self-assessment methodology which can be applied to individuals, groups,	This product is targeted to partnerships, project managers/technicians, individuals but also to companies and other actors from the business world. EFQM determining

	projects, which was implemented under the project 2WORKSAFE, and was based on the EFQM methodology and in their self-assessment questionnaire			partnerships, and companies/enterprises.	Excellence Questionnaire is a very renown self-assessment methodology, promotes a self-reflexion with a clear identification of strengths and weaknesses and support the definition of strategies to deal with those.
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4. Partnerships

2WorkSafe consortium involved 7 entities from 4 different countries, all of them very connected to Footwear sector. All partners have connections to each other and have already worked together very successfully in the past. The project idea emerged some years then, from the need to produce a response to the identified lack of skills on HSW in Footwear companies in Portugal, Spain, Italy and Greece, as well as a pedagogical strategy that could make the development of skills in the correspondent target-groups possible. Therefore, the partners decided to act upon the encountered needs and built up the project which lasted about 24 months to be concluded.

Common objectives conveyed the partners to define an ambitious plan action to work against the low skills on HSW and deficient labour conditions detected in Footwear industry. The partnership (consortium) gathered all necessary skills to undertake all the activities involved in the work plan, it was provided with the necessary management skills, proved by the experience that the majority of the partners had in this kind of cooperation projects.

It undertook the development of informatics tool of communication and information for internal use (management platform) and for communication with the exterior (web-site and e-newsletter), met competences in the relationship with the Footwear/Components sector, due to the involvement of critical stakeholders, had the expertise in HSW and training and technological support devices for E-learning, with experienced helpdesk, undertook the dissemination of the products and results using the right means and involving the right people.

The partnership met all possible sights and range of opinions, due to the plurality of the partners involved: 1 company, 1 trade-union, 3 centres directly related to Footwear companies with training, HSW, promotion, communication, management skills, 1 association with privileged relationships to the companies, and 1 Expertise centre in HSW/ergonomics. The partnership could also reach not only shoe sector but also components, both included in Footwear sector, with advantages in terms of relevance. Beyond the plurality and diversity of entities that were involved in the partnership, the diversity of the countries involves are also a strength to be pointed out, which is an important advantage in the dissemination and exploitation strategy.

The partnership kept, along with the project, the establishment of connections between companies and other stakeholders and themselves, by promoting the dissemination of sub-products of the project such as self-assessments, panel of experts, etc., working groups, which empowered the target-groups and validated the products development on-going.

This 24 months experience of working together was the confirmation of previous good practices improved with some new strategies of communication, decision-making processes and loyalty and transparency of information, to what the management platform came to bring an importance add value. The LOGO was one of the first steps to enhance the partnership's "corporate identity".

5. Plans for the Future

For the future, the partnership commits to maintain and reinforce the links between themselves for the sustainability of the final products, for what all the partners signed a agreement which states the term of the sustainability plan. That agreement is based in the Exploitation Plan which determines the main lines for the exploitation of the results as well as defines the basic tools to mainstream and to multiply the use of the products.

The sustainability – exploitation and maintenance - terms state the following, in general lines:

- All partners are committed to divulge, disseminate and commercialize the products, using all possible sites and venues where Footwear participates, in order to conquer the maximum number of users possible;
- Developer partners – the partners who were engaged in the development of the contents – committed to analyse the pertinence and suitability of the contents at least once in a year and make the appropriate adjustments / actualization in order to provide always a up-graded product with interest for the Footwear companies;
- CTCP – the leader of the project – will maintain the website and the products in the e-learning platform, available to interested users. In case of not being possible for any reason to maintain the products and website in force by CTCP, this last will transfer the responsibility for other partner to be indicated for it;
- The technical and pedagogical support will be assured by developer partners, in each country involved, and the correspondent contacts are posted in the website and in the e-learning platform;
- For the sustainability of the products, partners committed to make all efforts to commercialize the products in their own countries and outside, sharing responsibilities of dissemination, maintenance and profits as well.
- A Demo version of the products will be available in order to allow the potential end-users and companies to try the solution and decide on the relevance and interest of implementing it in their own reality.

The main tool for the dissemination and the site where all Footwear community can find the information and products related to 2WorkSafe will be www.ctcp.pt/inovacao/2worksafe and the partners' webside.

6. Contribution to EU policies

The product consists in an innovative “Training methodology” based in ICT, which includes three b-learning courses on HSW, targeted to three different groups of employees in Footwear companies. The methodology is based in a cascade process whose mainlines have never been experimented so far. The effectiveness of the training methodology, its relationship with the objectives and competitiveness of the companies and the field where the contents are developed, make it altogether a referential training product in the universe and practices of lifelong learning, contributing for the innovation of ICT based products for lifelong learning.

The training methodology, focused on the trainee, develops in people who isn't normally involved in training, the capacity of self-learning and, in at least two levels of employees, the capacity to train others which is also innovative. After this experience, they are certainly prepared to begin another process of training, in other field, because they have improved their individual entrepreneurship skills. In these aspects the capacity of the product to contribute for the Learning to Learn politics encouraged by EU is very well shown.

As an innovative referential training product, it contains a significant number of sub-products which make the process of repetition very easy and autonomous, creating conditions to be applied by companies, training institutions, other training providers, etc. The web-site allows the follow up of the development of the mentioned products, and facilitates the involvement of the learning providers' community. This is a product with a great potential of dissemination which turns it into a referential product on the quality and innovative up-grading of VET.

This methodology and related courses envisage developing skills on HSW, leadership and pedagogical/tutoring skills, in three different groups of people in the labour market – footwear/components sector of activity, detected by a previous diagnosis of training need. The products contributes for the development of skills in adults in labour market, The design methodology, the quality of the contents and the involvement of all employees in the companies, make possible the implementation a vital strategy for the competitiveness of the companies – HSW standard plan. This innovative training product based on ICT and the valorisation of the on-going acquisition of knowledge, has a clear articulation with the objectives of the training and the necessity of developing competences in a certain filed highly related to the competitiveness of the companies. Its proved effectiveness and its add value to the competitiveness of the companies makes of it an attractive investment that companies don't hesitate to make.

In traditional sectors of activity, what this training product in address to, women are the most discriminated group due to familiar/cultural reasons therefore they are always the less qualified group. This Innovative training methodology based in B-learning involves all employees in companies, provides the same opportunities for men and women in the access to the training, without impossibilities of time or place.

This Innovative “Cascade Training Methodology” and correspondent B-learning courses are related to Employment at three levels: its mainly address to employees in traditional sector, with low/medium qualifications, who will see their skills upgraded

and new competences in a transversal knowledge which improves their employability. The empowerment of the target groups are well shown in this training strategy, contributing for the EU policies concerning the empowerment. The certification of the training will be worked out with the appropriate authorities, and it may be added to their individual portfolio for recognition and certification of competences; improve the labour conditions and standards of working and living.

