

# workSAFE

Training on HSW for Footwear

## **2WORKSAFE - CASCADE TRAINING METHODOLOGY ON HSW FOR FOOTWEAR SECTOR -**

Progress Report

Public Part

## Project information

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## Executive Summary

The project entitled 2WORKSAFE aims at developing, piloting and disseminating an innovative on-line 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 detected 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.

The on-line process mentioned above includes three b-learning courses targeted to different groups of individuals, all of them adults in labour market, working in companies within the Footwear cluster, which includes shoe factories and component factory and is based on a cascade methodology where the toper key-people develop firstly 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 on 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](http://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 cluster industries to implement HSW organizational plans, help them to accomplish legal requirements and consequently improve the labour conditions and the standards of working and living of their employees. The approach to do that is the professional training in a innovative methodology characterized by a cascade of training products based on b-learning, which will involve all the staff and workers within the footwear (shoes and components) companies.

The group of products which involve three b-learning courses addressed to each one of three 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 analysing 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 softskills 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 world wide. 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 in he moment of the purchase.

At the moment, important steps have been done for the accomplishment of the objective of mobilizing the companies to the referred issue as well as in the understanding of the situation concerning HSW knowledge and competences within Footwear industry in the four countries involved, and the extrapolation to the other countries. The partnership will keep working toward the objectives defined above.

## 2. Project Approach

2WorkSafe working plan has 11 workpackages which 2 of them are management and quality workpackages, 2 workpackages are related to the communication with exterior (promotion, awareness-raising, dissemination and exploitation) and the other 6 are development workpackages. The workplan has been followed most close to the predicted as possible, 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. Up to the moment they have been counted 23 training modules and 99 training sessions, which contain a huge amount of time spent in researching, organizing, classification and writing contents.

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 workpackages, 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 workpackages, which have a specific leadership (each workpackage is led by one partner) according to each partner's most suitable competences. Till now the distribution of the work seems to be very efficient and effective.

The project has developed a management platform to communicate and to gather all information produced and/or used by the partners. That platform has the possibility to store all documents related to the project, as well as media contents (photo gallery, news, videos,...), to send and receive e-mails, to organize contents, to make searches, etc. The platform has also the possibility to manage contents to edit news and to edit e-newsletter and send them to a mailing list. To access the management platform, all partners have a username and password, and they can access by the project website to the private area.

This methodology of communication using ITC supporting tool has demonstrated to be very adequate to the dimension of the partnership.

For the awareness-raising and the dissemination packages, which the partnership decided to merge concerning the main tools, the project has a website [www.ctcp.pt/inovacao/2worksafe](http://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-public, 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 the project can achieve, through the eyes of the external people in some way related to HSW (this issue will be treated few lines down). The Logo which has been discussed very deeply, pretends, to convey an idea of cleanness and confidence, in comparing to the same feeling HSW should convey.

The diagnosis whose workpackage has run before the development of contents, was already very ambitious, which has ended in very important conclusion which allowed to move further 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 a SWOT 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;
- 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 workpackages.

The evaluation is 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 3<sup>rd</sup> 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

At the moment the project has already produced the following products with public utility:

- Website available in [www.ctcp.pt/inovacao/2worksafe](http://www.ctcp.pt/inovacao/2worksafe) which contains all information about the project, partners, and other interesting tools related to HSW issues. The website constantly posts news and events related to that issue and contains also a questionnaire of training need which pretends to be guide for self-diagnosis of target-groups related in some way or another to HSW issues. In the website the public in general may also accede to the score board of indicator concerning the evaluation of the project.

- Diagnosis of Training Needs can show the situation concerning HSW competences in Footwear Companies, in 4 countries namely Portugal, Spain, Italy and Greece, all from the Mediterranean Area. The product will be available soon in the website in the area “Products” in 5 languages: English, Portuguese, Spanish, Italian and Greek.

The conclusions have been incorporated in the definition of Contents as a response to the training needs identified by the diagnosis. The identification of training need, more than the final document of Diagnosis, may be the most important achievement in this period of time (from the starting date up to now) because it made possible to move on from an initial knowledge of the reality to the other development workpackages, including to the definition of contents which could respond to the identified lacks of competences in HSW matter, and to guide the development workpackages itself – the development of content related to HSW which is the real intellectual development up to now in the project.

- B-learning Courses are posted in the website and pretends to be targeted to companies and/or training entities that what to develop training in HSW issues. It can give a orientation concerning the themes that are needed to be developed for the development of competences in this area, targeted to the 3 different groups of the project.

## 4. Partnerships

2WorkSafe development partnership has begun far from the start of the project. In fact it has begun when a group of entities concerned with the situation of HSW in Footwear met up and decided to act upon the low skills encountered in the sector concerning this thematic. All partners have already worked with each other, in a way or another, in the recent past project, with remarkable success.

A common aim and common objectives conveyed the partners to define a plan action to work against low HSW conditions detected in Footwear industry, with an ambitious aims.

The LOGO has been one of the first thing to be set out, corresponding to an important aspect to improved when working in a project like 2worksafe – the “corporate identity”. Actually the way of thinking of the partnership as a whole is very close to what a common company does.

The partnership (consortium) gathers all necessary skills to undertake all the activities involved in the work plan, has the necessary management skills, proved by the experience that the majority of the partners has in this kind of cooperation project to go further with the project.

It can undertake 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), meets competences in the relationship with the Footwear/Components sector, due to the involvement of critical stakeholders, has the expertise in HSW and training and technological support devices for E-learning, with experienced helpdesk, can undertake the dissemination of the products and results using the right means and involving the right people.

The partnership meets all possible sight and range of opinion, due to the plurality of the partners involved: 1 company, 1 trade-union, 4 centres/association directly related to Footwear companies with training, HSW, promotion, communication, management skills, an Expertise centre in HSW/ergonomics.

Beyond the plurality of the type of entities that are involved in the partnership, the diversity of the countries involves are also a strength to be pointed out, which will be an important advantage in the dissemination and exploitation strategy.

## 5. Plans for the Future

For the future, the partnership commits to maintain and reinforce the set out workplan envisaging the delivery of all products, with a postponement concerning the development of contents, since it has revealed to be an extremely consumer of human resources and time.

The website will be improved and the e-newsletter on HSW will be periodically launched by each one of the partners to their mailing lists.

The final document of the diagnosis will be able to be downloaded from the project website and its correspondent methodology can be used in other types of diagnosis of training needs.

The b-learning courses will be produced just after the contents are completed and all translated to the 5 languages of the project.

The partnership will define a strategy for the piloting and validating of the products, namely the 3 b-learning courses, in CODIZO, in order to detect all possible points of improvement

To improve the dissemination, the promotional material will be ready at the end of November and immediately spread by Footwear companies all over the 4 countries involved.

The partnership commits to speed up the process to set out the exploitation plan as an important milestone for the partnership internal procedures as well as the life of the products beyond the end of the project.

## 6. Contribution to EU policies

The product consists in an innovative “Training methodology” based in ICT, as including 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 this aspects id very well shown the capacity of the product to contribute for the Learning to Learn politics encouraged by EU.

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 facilitate 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 conteibutes 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