

**Workpackage 1: Establishment of processes and practice for successful project management**

Start: Nov 2009  
End: Oct 2011

The project management committee (PMC) will comprise representatives from each of the main consortium partners. The PMC will be responsible for the overall management of the central activities and tasks, key decision making and project coordination.

The partners will attend an initial project definition meeting that will formalise partnership agreements. This will provide a scheme of work and distribution of tasks. The partnership agreements will form the basis of the workpackage milestones and progress will be measured against them. The PMC will produce a detailed schedule of work and be responsible for time management.

Three further partner meetings will take place during the lifetime of the project. Each meeting of the PMC will be documented and minutes and action points made available via the project website.

As lead partner the TUC will actively manage and carefully coordinate the project objectives and quality assure them to ensure they are coherent and of the highest standard. The TUC will ensure cohesive and prudent financial planning and management and take legal responsibility for the project's implementation. The TUC will also provide effective and efficient administrative support to the PMC. The TUC will work closely with the other trade union confederations to ensure the project aims are achieved and consistent with the needs of the trade union movement including the promotion of the core values of equal opportunity.

ETUI will take lead responsibility for the dissemination and exploitation of the project results and products.

The OU will be responsible for providing coherent and systematic monitoring and evaluation of the project.

**Deliverables:**

1. Project definition workshop
2. Partnership agreements
3. Detailed project schedule and plan
4. Project progress meetings

Partners
TUC
SAK
LO-Sweden
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GSEE/KANP
ETUI
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**Workpackage 2: Development of management systems and processes for the implementation of effective and efficient online education programmes for workplace representatives across Europe**

Start: Nov 2009

End: Sep 2011

WP2 will develop effective course management systems in order to improve materials development for online delivery. Existing management processes will be formalised and procedures for the successful development of an accessible online learning solution for workplace representatives will be produced.

The results will form the basis of an online course development and management manual. The completed version will be in English, Greek and Bulgarian and will be made available at the final dissemination conference. It will take an overview of the methodology and strategic approaches to course construction and aims to share best practice. It will provide a platform for informed decisions about online delivery for European trade union education. Drafts of the manual will be constructed using a Wiki, via the web based resource portal.

The manual will form part of the toolkit for education professionals and will enable trade union confederations to adopt effective e-learning strategies to implement within their own programmes. CITUB and GSEE will use the first draft of the manual to formulate their own curriculum development. The results of its use will be exploited by ETUI after the project. The manual will be used for future course management and will be regularly evaluated in response to further developments. The TUC will be responsible for coordinating WP2, however each partner will contribute. Progress will be overseen by the PMC.

In addition to the guidance on effective organization of online education, the manual will include sections on the management of course development and delivery, course administration and tutor and learner guidance.

The manual will help to increase the professional skills of trade union educators, raise awareness of Wiki based development systems and improve management processes for online education programmes.

**Deliverables:**

1. Online course development and management manual

Partners
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LO-Sweden
CITUB
GSEE/KANP
ETUI
Open Learning Partnership



### **Workpackage 3: Developing the application of innovative tools for use in training programmes via an open source virtual learning platform**

Start: Jan 2010

End: May 2011

WP3 will integrate and develop good practice examples of learning tools delivered through an open source learning platform. The examples will be specifically tailored to enable trade union educators to develop course material more effectively and to suit the needs of trade union representatives.

The tools will be based on an active experiential learning, and use learning methods already familiar to trade union tutors. We will also look at using developments in Web 2.0 technology and integrating voice conferencing within an online learning platform.

Representatives from TUC, OLP, SAK and LO-Sweden will review existing online learning material; modify the material and tools collected and produce tutor guidance notes on their use. This guidance will then be used to produce enhanced course material.

The tools will:

- use voice conferencing integrated within an online learning platform
- use blogs for trade union learning and sharing of best practice amongst tutors
- utilise social networking sites
- use photo and video sharing websites
- use mobile access to learning platforms
- develop forums that include email alerts, thread handling, link and attachment insertion
- use e-journals to allow learners to keep e-learning diaries
- use interactive glossaries that allow learners and tutors to make entries and insert links
- develop e-portfolios to allow learners to build their own electronic union learner record
- create rapid authoring tools for learning materials creation
- use translation and video conferencing software
- develop real time collaborative tools

Once developed, the tools and applications will be demonstrated on the project website. The tutor notes will be made available in English, Greek and Bulgarian.

#### **Deliverables:**

1. Online tools for trade union education
2. Guidance for effective use of e-learning tools

<b>Partners</b>
TUC
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LO-Sweden
CITUB
GSEE/KANP
Open Learning Partnership



**Workpackage 4: Development of web hosted video content to enhance the learner experience**

Start: Nov 2009  
End: Jun 2011

WP4 aims to produce video content to enhance online courses. This will act as an exemplar to European partners who wish to exploit online delivery methods. The consortium will achieve this by 'commissioning' students and staff from Lewisham College to develop video content and multimedia course material.

Course content will include video extracts from classroom based courses and excerpts from workplaces. The benefit of this approach is to make online courses more engaging, interactive and compact. Courses will include instructional video that will illustrate learning themes and resources. These will complement the discussion based course material. Downloadable vodcasts to brief trade union tutors will also be developed by each partner.

The video content will utilise Web 2.0 technologies. Lewisham College media studies department will produce a process manual to enable partner organisations to implement and exploit these methods of online course delivery. Diploma students will work alongside tutors responsible for delivering trade union courses. Students will treat the consortium as a client in order to provide a quality product. It will be necessary for them to keep portfolios of evidence to support their activities. Regular meetings of students and representatives of the consortium will be necessary.

Experienced trade union tutors will comprise a course development team and will have strict quality control over the content. Material produced will follow strict TUC method and draft content will be made available on the project website for review. The final product will be incorporated as part of the activity of WP6. The media studies tutors will be responsible for coordinating communication between their students and the TUC course development team.

It is intended to develop content to enhance online courses. The timetable and milestones will adhere to the students' work schedule.

**Deliverables:**

1. Video content to enhance online union reps courses
2. A guide to video production for online learning
3. Vodcasts for trade union education professionals

Partners
TUC
SAK
LO-Sweden
CITUB
GSEE/KANP
ETUI
Lewisham College



**Workpackage 5: Development of a web based online community and resource portal for European trade union tutors**

Start: Jan 2010

End: Dec 2010

WP5 aims to give trade union education practitioners a forum for discussion and a facility to raise ideas and exchange information and resources. The site will also function as the project website.

Building on the TUC's experience of developing intranet services ([www.tuctutors.org.uk](http://www.tuctutors.org.uk)), the consortium will develop an online community and resource portal that will enable partners to exploit recent technological developments and improve its delivery of information to European based tutors. The site will enable the quick exchange of ideas, problem-solving and support contributing to the development of online course material. A web conferencing facility will be included in the technical specification to improve communication. The facility will eventually be mainstreamed to ETUI networks.

The partners will research and perform a needs analysis to inform the technical specification that will be submitted to subcontractors. The subcontractors will consult regularly the partners to ensure project outcomes and deliverables are of an appropriate standard. The work will be evenly distributed; however the TUC will provide the main point of contact with the subcontractors. The specification will be completed within the first four months of the project and piloted by month ten.

Evaluation will include feedback from site users via web based surveys. The website itself will be used to encourage discussion as well as to interview user groups. Success indicators will be increased numbers of users, contributions to the development of professional practice, use of new technological developments and increased participation in resource exchange and discussion. The collaborative website will prove invaluable to the course development team by fostering the exchange of resources during course creation and for peer review.

**Deliverables:**

1. Web portal for trade union education practitioners
2. Web based discussion forum for trade union tutors
3. An online course development zone
4. An online resource depository
5. Online support forum
6. Web conferencing

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**Workpackage 6: Development and delivery of online course content and material that incorporates the use of web based tools and innovative content to work based representatives**

Start: Jan 2010

End: Aug 2011

WP6 will test the materials development processes resulting from WPs 3 and 4. The objective is to bring together the materials and the newly developed methods in a coherent way to ensure that the product is tested and quality assured. The overall approach is to move away from the development of online courses based on classroom materials and instead utilise the products from WPs 3 and 4. Resource development will be focused and materials will be quality assured by a nominated course manager via the project website.

The work will be organised to deliver a full assessment of the materials and methods employed, ensuring they meet the requirements of the consortium. Robust management of the materials will ensure they are delivered on time and are fit for purpose.

WP6 will include a guide to online course development for online course developers and tutors. The completed version will be in English, Greek and Bulgarian and will be made available at the final conference. The manual will make it easier to create enhanced material, and make the quality of the courses and support and guidance as effective as possible. The manual will include information on course design and testing, the successful use of the learning platform, moderation and accreditation.

The guide will include information on vocational education competence-based accreditation for online courses. This process will take into account the national qualification frameworks of the project partners and will inform the curriculum development process. This process will be applied to the education programmes of GSEE and CITUB; a key milestone of the project.

Monitoring and evaluation will take place throughout the course creation process. The lead partner will be responsible for the final production of the course material. Partners will adapt these as necessary for delivery within the partner country. Performance indicators will be end-user satisfaction assessed as part of the course evaluation. (WP9)

**Deliverables:**

1. Course materials
2. A guide to online course development

Partners
TUC
CITUB
GSEE/KANP
Lewisham College

**Workpackage 7: Development of a training course to enable trade union tutors to increase the competence of online delivery**

Start: Feb 2010

End: Jan 2011

The main objectives of WP7 are the continuing professional development of trade union educators and their increased understanding of online delivery methods. Key to this strategy is the development of a tutor training programme to equip tutors with the knowledge and skills to manage the integration of course material including the use of new technologies within the online learning platform.

The training course will prepare tutors for course delivery created as part of WP6. A key milestone will be the piloting of the training course to tutors. The tutor evaluation of the course will provide the performance indicators.

LO and SAK are leaders in online learning for trade unionists and offer exceptional knowledge and understanding of the application of new technology in the delivery of learning to workplace representatives. The partners will contribute to the development of an effective accredited training course by sharing existing best practice.

The aims of the course are to help tutors understand the requirements and processes involved in online tutoring, enable tutors to familiarise themselves with the online learning system and provide tutors with an opportunity to discuss issues related to the delivery of successful e-learning. The course will help participants to use the learning platform and the particular issues that need to be considered to deliver an online course. The course content will be informed by the manuals developed as part of other workpackages. The course will be delivered online to tutors from LO, SAK and the TUC by specialist tutors from Lewisham College.

Participants will gain the skills and knowledge to:

- use the tools and functions available in open learning platform
- prepare for the delivery of an online course
- identify best practice in teaching and learning an online course
- ensure an online course is effective and inclusive
- record learner progress effectively
- understand the accreditation requirements of an online courses

**Deliverables:**

1. Getting ready for effective e-tutoring (GREeT)

<b>Partners</b>
TUC
SAK
LO-Sweden
Lewisham College

**Workpackage 8: Establish support and quality assurance systems and technical guidance and user manuals for online education providers**

Start: Nov 2009

End: Aug 2011

The primary aim of WP8 is to establish support and quality assurance systems and technical guidance for all the online education providers within the project and to help disseminate the guidance produced more broadly. Quality is a key objective of the project in order to ensure that the materials produced are equally accessible to all.

Technical guidance will be developed in a number of areas including web accessibility standards (how to make sure that online materials can be accessed without restrictions); interoperability standards (producing materials that comply with major standards for online learning materials such as IMS and SCORM); usability (making sure materials are clearly structured and written and use images and multimedia appropriately and accessibly).

The workpackage will establish initial support systems for online delivery including key resource documents and establish systems for the helpdesk, part of WP5. Draft guidance material will be issued for consultation. The draft will be made available for comments via the web based resource portal. The final draft will be published at the final dissemination conference and support will be given to the project conference.

Performance will be measured by ensuring that the quality standards meet internationally recognised web standards of accessibility for example W3C.

A key element of the quality plan is the use of Passport to Progress (P2P) to inform curriculum development. P2P embeds the TUC's Education programme and provides clear recognition of the quality of courses and the achievement of union representatives. It provides a framework of standardised courses accredited by the National Open College Network (NOCN) a UK national awarding body forming part of the Qualifications and Credit Framework (QCF). This structure will be used to inform curriculum development in Greece and Bulgaria enabling tutors to deliver effective competence based systems within a quality framework.

**Deliverables:**

1. Guide to standards for online programmes
2. Guide to accrediting online programmes

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## **Workpackage 9: Assessment of the impact of the online learning experience upon workplace representatives**

Start: Nov 2009

End: Oct 2011

TUC Education Online: The Learners' Perspective, 2008 found that for many union representatives, online learning was a positive experience. The research also highlighted areas for improvement and a need to develop solutions to problems associated with online education.

This workpackage will evaluate the application of new technologies and development of innovative tools to enhance the learner experience for workplace representatives and evaluate the consequences of pedagogic methods developed during the project.

A detailed framework for the workplace representative user evaluation will be elaborated and agreed with project partners. This framework will include formative feedback, contributing to the project management and summative evaluation, to communicate the outcomes of the evaluation to a wider audience of trade union professionals, VET networks and other e-learning stakeholders.

The workpackage will take an analytic evaluation approach, documenting the perspectives and intentions of the designers of the project methods and tools, and validating them through examination of the experiences of trade union representatives. The workpackage will take care to locate the evaluations in the diverse contexts (e.g. organisational, cultural, pedagogic, and technological) represented in this project, contributing to the project's European added value.

The evaluation will involve both qualitative and quantitative methods, include questionnaires (e.g. profiling, expectations, experiences), individual and group interviews, some of which may be conducted online via the project website to reduce costs, and monitoring of online activities.

A comprehensive report detailing the evaluation will be produced and made available electronically and at the final conference in English, French, Greek and Bulgarian.

### **Deliverables:**

1. Project evaluation report (reps)

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**Workpackage 10: Evaluation of the impact of project tools and pedagogical approaches upon trade union education practitioners and trade union curriculum programmes**

Start: Nov 2009

End: Oct 2011

This workpackage will evaluate the consequences of the tools and pedagogic methods developed in the project for trade union educators, and trade union education curricula. A detailed framework for the trade union educator user evaluation will be elaborated and agreed with project partners. This framework will include formative feedback, contributing to the project management and summative evaluation, to communicate the outcomes of the evaluation to a wider audience of trade union educators and other e-learning stakeholders and VET networks.

The workpackage will take an analytic evaluation approach, documenting the perspectives and intentions of the designers of the project methods and tools, and validating them through examination of the experiences of trade union educator-users. Previous experience in European projects concerned with e-learning and trade unions, such as ETUE-net, ETUDE, Dialog On and TRACE have highlighted the significance of context in the value and conduct of e-learning. The evaluation will take care to locate the evaluations in the diverse contexts (e.g. organisational, cultural, pedagogic, and technological) represented in this project, contributing to the project's European added value.

The evaluation will involve both qualitative and quantitative methods, include questionnaires (e.g. profiling, expectations, experiences), individual and group interviews, some of which may be conducted online via the project website to reduce costs, and monitoring of online activities. Resources for translation of questionnaires and responses and interpretation for some interviews have been included.

A comprehensive report detailing the evaluation will be produced and made available electronically and at the final conference in English, French, Greek and Bulgarian.

**Deliverables:**

1. Project evaluation report (tutors)

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**Workpackage 11: Conferences and dissemination activities for European trade union educators**

Start: Nov 2009  
End: Oct 2011

WP11 will disseminate knowledge, initiatives and products developed during the project to ensure they maximise their potential and impact within the exploitation strategy; are mainstreamed successfully within trade union education programmes across Europe and ensure they are sustainable beyond the life of the project - measured by WP9 and 10.

Key to the dissemination strategy is the use of the project website to provide information and progress updates. Its discussion forum will provide an interactive and collaborative area for tutors to inform and influence the project and its processes increasing their awareness of activities. We will use internal communication departments to promote the initiative via print and electronic media and involve union policy officers and managers. The partners will also promote the project via their networks of affiliates through external facing and policy specific websites.

We will promote the project at regional, national and EU wide events. Publicity materials will be distributed. Representatives of the consortium will attend events and ensure further dissemination. Confederations will internally raise awareness of the project objectives and activities during relevant policy meetings and amongst other stakeholders, government departments and intergovernmental bodies responsible for education and innovation. The consortium will utilise the services of thematic networking groups to exchange ideas and best practice.

A final dissemination conference will be organised by ETUI to ensure a shared understanding of the tools developed and their impact on trade union learning. They will promote the project to European wide interest bodies within ETUC's 82 affiliated member organisations based in 36 European countries, 12 EIFs, covering the interests of 60 million workers, as well as to the members of EWCs. The project toolkit and reports will be made available electronically and at the final conference.

**Deliverables:**

1. Newsletters and publicity material
2. Exploitation of course materials
3. Dissemination through project website
4. Dissemination conference
5. Presentations at dissemination events

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**Workpackage 12: Mainstreaming of project outcomes, toolkit and results**

Start: Nov 2009  
End: Oct 2011

WP12 will exploit the results and products developed during the project to enable trade union education professionals and curriculum planners to implement successful online learning strategies. The project toolkit, comprising the guidance notes and manuals, will be mainstreamed to trade union confederations across Europe by ETUI encouraging their use and adoption as best practice by tutors and curriculum developers.

Key to the successful exploitation of the products and project initiatives is the tutor website. This will provide trade union education professionals with a dedicated support tool as well as providing the resources and knowledge to implement effective online education programmes. The website will also give educators and curriculum developers the opportunity to exchange experience and future best practice. ETUI will continue to promote the website.

Each consortium partner will exploit the project results by implementing sound pedagogical method to their own online learning strategies and their course development and delivery processes. Intrinsic to this exploitation strategy is the continued professional development of trade union education practitioners. The tools developed will enable tutors to improve and develop their professional skills. GREeT will be adopted as the standard training course for trade union educators. The course will be accredited within the framework of the EQF.

By embedding training methods and systems into everyday practice, the methods and tools developed will enhance the trade union programmes of the consortium partners. Additionally courses offered will be more attractive and compact which in turn will increase demand for e-learning will be strengthened. Curriculum developers will be able to use the project toolkit as a template for successful implementation of accredited online programmes for union representatives. The trialling of the toolkit by CITUB and GSEE will provide a working example for other confederations to replicate and improve.

**Deliverables:**

1. Mainstreaming and application of the project tools
2. Mainstreaming of the tutor website
3. Mainstreaming and accreditation of GREeT

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The Open University
Lewisham College
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## Budget

Type of costs	Budget in Euros	Community grant in Euros
Staff costs	132,936	
Travel and subsistence	28,004	
Equipment	20,700	
Subcontracting	40,000	
Other	37,509	
Indirect costs	11,791	
Sum	270,940	203,205
Percentage of funding		75%

Income	Eligible budget in Euros
Community grant requested from LLP	203,205
Partner's own funding	67,735
Other sources	0
Sum	270,940

