

## Green Economy and Competences of Organisations

2010-1-IT1-LEO05-01087

<http://www.adam-europe.eu/adam/project/view.htm?prj=7802>

## Project Information

Title: Green Economy and Competences of Organisations  
 Project Number: 2010-1-IT1-LEO05-01087  
 Year: 2010  
 Project Type: Transfer of Innovation  
 Status: completed  
 Country: IT-Italy

Marketing Text: The Project is dedicated to news jobs and news skills in rewable energies. It integrate the methodology "How to act with competence" by G.Le Boterf whit the European Recommendations, by implementing into companies the production of the job referentials and instructional design on Quality Kit Training based.

Le projet concerne les nouveaux emplois et les nouvelles compétences pour les énergies renouvelables. Il intègre la méthodologie "agir avec competence" de G.Le Boterf avec les Recommandations Européennes, en implémentant des référentiels de compétence et la conception de plans basés sur un kit pour la qualité de la formation.

Das Projekt ist speziell für neue Arbeitsplätze und neue Kompetenzen im Bereich der erneuerbaren Energien gewidmet. Es integriert die Methode "zu handeln kompetent" von G.LeBoterf nach den europäischen Empfehlungen. Es implementiert die referentiellen Kompetenz" und Trainingspläne, die mit einem Qualitätskriterien Toolkit entworfen wurden auf.

Summary: The GECO project applied the Guy Le Boterf model "How to act and interact with competence in a given professional situation" methodology experimentally adapting the methodology tools which were based on the distinction between "being competent" and "acting competently" to innovative sectors of the « Green Economy ». Drawing on this methodology, the project went a step further creating new tools and developing the project partners' existing tools. The novelty of this methodological approach does not lie in establishing job descriptions or lists of competences, but rather in highlighting what acting with competence means to a professional in his own particular work situation.

In order to accelerate the desirable and likely evolution of these professions, the Le Boterf model proposes a study method of great impact which facilitates the breakdown of the likely evolutionary path of professions and their associated competences, pinpointing the effect of impact of a set of evolutionary factors on such professions. The method helps us to go the core of the matter and to pinpoint what needs developing and to activate devices of Planning Management of Occupations and Competences (GPEC) which are both simple and reliable. During this project, the partners analysed and tried out the Guy Le Boterf approach in order to create a tool kit made to improve the quality of on-going training within the companies which took part in the programme. They carried out tests and trials in innovative sectors (photovoltaic and wind power sector) which are typically prone to rapid transformation both as a result of weather conditions and in terms of the labour market or in reaction to European and Italian policies. The renewable energy sector is a "crucial" one in terms of experimentation with methodology and competence management systems and on-going and professional training. These are sectors which necessitate not only quick training solutions and timely solutions from certification systems but also modernisation of professionals and young people who become available on the job market. It is essential to propose training solutions and certification systems which meet actual and foreseeable competence needs and which take into account the foreseeable evolution of technology, regulations to be observed on energy generation and distribution, energy saving requirements and sustainable development requirements

Description: Taking all of this into account, the GECO project partners went ahead firstly to develop applications inspired directly by the methodological approach of Guy Le Boterf « How to act and interact with competence » and then they went one step further and developed tools taken from their own past experience and suitable for their own background bench-marks. In short, tailor-made solutions were found for the firms taking part in the project and then they were matched with the goals of the

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Leonardo da Vinci programme, and the salient achievements were :

- a. Settling on a reference, in the description of job profiles and the tools predisposed for the European recommendations and the international and national classification systems;
- b. Seeking out experimental tools compatible with the procedures and de-vices already used by the partners;
- c. Developing and experimenting with tools not protected by copyright laws;

Within the context of the GECO project, a platform based on Guy Le Boterf's methodology « how to act and interact with competence » was perfected. This software programme has proved to be a key instrument for developing competence references and diagnosing corporate requirements for competence and training. It is available only on upon obtaining joint consent from the partners who created it and M. Le Boterf.

Through their work and the applications they developed, the GECO project partners in-tend to help to build up and compare different terminology and tools for:

- Training quality and assessing how consistent it is with the company and individual competence requirements.
- Creating transparency in certifications and initial and on-going training pro-grammes;
- Contributing towards integration of labour market systems, training and education to back up the firm's management and training path decisions to train workers and citizens for the entire duration of their lives;
- Reducing distances between companies and training systems;

The first experimentation lesson for the Le Boterf model consists in acknowledging that each firm needs a tailor-made training solution which matches its problems and projects and that training is not always the only possible solutions to the competence issues which arise.

The second one is that each company has its own special terminology, criteria and requirements which heavily influence the organisation of its work. The organisational and operational background affect corporate standards which become formal in large companies but which in small firms more than often hover unrecognised in the background. The quality of on-going training in a company can be linked to its ability to develop and put to good use the professionalism it needs to work and grow.

The third lesson lies in the need of activating an analysis of training needs and establishing a training plan by setting down a job profile map on which to pinpoint the company's projects and problems. During our experimentation, we decided to give our attention to developing key profiles (e.g. Photovoltaic array installer).

The four lessons lies in the need first of all to « forget training » when developing the professional references and concentrate on the professional situations and the professional practice requirements to which they refer in order to identify training needs in a logic of progression in a worker's professional life.

According to the methodology of « How to act and interact with competence in a professional situation », building up a national system may be based on the breakdown of company job profiles (Table 1.3), using company workplace comparison as a basis after which one can trace the national standard level and the professional code system index-es.

An examination of international or national level standard procedures brings out that there are two standard production processes which must be matched: a) a variables breakdown which describes a profession by assessing data gathered from statistical surveys; b) quality breakdown of professional with committees of experts. The company specimen under examination using the situational methodology which we experimented with comes from wide-ranging statistical populations and each one different from the other with very diverse backgrounds and company types.

Whereas other methodologies can use CATI (Computer-Assisted Telephone Interviewing) type interview techniques to process standards on the basis of statistics, when identifying a reference model, the "How to act and interact in professional situations" methodology needs to pinpoint the criteria for a desirable way to act and interact in the various professional situations. So producing a

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company reference model leads to an organisational learning process to be carried out with the assistance of an expert consultant.

In the sector of photovoltaic installations, for example, small firm types under consideration, bring to light an extremely wide range of categories:

- Small firms specialised in electrical and electronic installation components;
- Small firms specialised in acclimatization and heating systems and which have branched out into other activities;
- Small building contractors which build or adapt buildings using energy self-generation and energy saving technology; .
- Small firms which offer integrated services of design and installation of photo-voltaic array;
- Small firms which functions as companies belonging to large enterprise which extends all over the country;
- Small cooperatives which are part of a network which organises and coordinates a variety of specialisations;
- Small and tiny firms which carry out either wholly or in part the activities listed above.

Then, of course, there are the large companies as well.

Generally speaking, the small firms require the professionals to cover a greater number of roles in a series of evolutionary contexts.

The tailor-made solutions are obviously the best choice for the companies because they can make major investments in order to put into place systems which ensure quality and revive their organisation. But when there is lack of funding and public policy or social partner associations don't assist, these tailor-made solutions are not available to small firms whose aim is to develop Quality systems. As a matter of fact, we have noticed that most small firms do not actually have a management which is capable of organising the complex processes of competence management.

It is especially the small firms which exhibit phenomena of flat organisation. They require their workers to handle activities by carrying out interchangeable roles. Thus, the professionals must be capable of adapting their roles to the evolutionary context of the company or its backdrop. In this situation, the scheme of the job profile map set out in relationship to the functions proposed by Le Boterf meant that in some of the GECO experiments, it was necessary to make no distinctions between directors and executives on the one hand and between white collar workers and blue collar workers on the other. Several companies which took part in the GECO experiments subsequently changed their organisational structure in reaction to changes on the market and the renewable energy scene and they geared their organisation to the predicted changes. The GECO project provided valuable back up in this development.

In these firms, the methods and tools we experimented with turned out to be very efficient in identifying their needs for competence and training and in improving their organisations. So the GECO project partners have perfected a tool kit which draws directly from the Le Boterf model and namely :

- A job type map for a company
- A reference model for a job profile
- A correspondence table between professional situations and personal resources required.

Amongst the tools already used by the partners prior to the GECO project, the following points were especially adapted drawing from the G. Le Boterf methodology:

- A problem/project table to be dealt with in training;
- A logic table for the management and verification of a training plan;
- A reference model (benchmark) for competences either in actual situations or simulations (applied to the profile of the PV system installer);
- An information sheet attached to the reference model;

In the chapter dedicated to the experiments carried out in the regions: Campania, Puglia and Lazio, five company case have been included with a summary of the tools used.

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A chapter has been dedicated to the experimentation carried out by CEPAS on the certification and assessment references (benchmarks); and the Greek partner, KEK, also contributed to developing it. The Latvian partner developed the transversal training material which may be used in the initial professional training (ISCED 3C). and in adult education. It is a collection of materials aimed to foster a “green conscience” or basic notions that must be possessed by professionals in the « Green Economy ». It is also a list for the Green Economy of the eight key competences for lifelong education and training in Europe . This part is not directly linked to the methodological approach, but it was a source of discussion and debate especially during the Riga seminar.

I would like to thank the partners for their contributions and participation in the project and especially for their work during the transnational meetings in Naples (2010), Naxos (2011), Riga (2012).

Themes: \*\*\* Utilization and distribution of results  
 \*\*\* Quality  
 \*\*\* Social dialog  
 \*\*\* Recognition, transparency, certification  
 \*\*\* Enterprise, SME  
 \*\*\* Continuous training  
 \*\* Labor market

Sectors: \*\*\* Electricity, Gas, Steam and Air Conditioning Supply  
 \*\*\* Professional, Scientific and Technical Activities  
 \*\*\* Other Service Activities

Product Types: description of new occupation profiles  
 program or curricula  
 CD-ROM  
 website

Product information: 1)Website;  
 2)GECO book;  
 3)Referential of competences of three job-profiles;  
 4)a software for the database of job profiles and related Professional Situations.

Projecthomepage: [www.ldv-geco.eu](http://www.ldv-geco.eu)

## Project Contractor

Name: CONFINDUSTRIA CAMPANIA  
City: Napoli  
Country/Region: Campania  
Country: IT-Italy  
Organization Type: others  
Homepage: <http://www.confindustria.campania.it>

### Contact Person

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E-mail: [direzione@confindustria.campania.it](mailto:direzione@confindustria.campania.it)  
Homepage:

## Coordinator

Name: Organismo Bilaterale Regionale per la formazione in Campania  
City: Napoli  
Country/Region: Campania  
Country: IT-Italy  
Organization Type: others  
Homepage: <http://www.obrcampania.it>

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Homepage:

## Partner

### Partner 1

Name: CONFINDUSTRIA PUGLIA  
City: Bari  
Country/Region: Puglia  
Country: IT-Italy  
Organization Type: others  
Homepage: <http://www.confindustriapuglia.it>

### Partner 2

Name: CEPAS Organismo di Certificazione delle professionalità e della formazione  
City: Roma  
Country/Region: Lazio  
Country: IT-Italy  
Organization Type: others  
Homepage: <http://www.cepas.it>

### Partner 3

Name:  
City: Hermoupolis Syros  
Country/Region: Notio Aigaio  
Country: EL-Greece  
Organization Type: others  
Homepage: <http://www.ncyclades.gr>

### Partner 4

Name: UNIONE ITALIANA DEL LAVORO NAPOLI E CAMPANIA  
City: Napoli  
Country/Region: Campania  
Country: IT-Italy  
Organization Type: others  
Homepage: <http://www.uilcampania.it>

## Partner

### Partner 5

Name: VALSTS IZGLTBAS SATURA CENTRS  
City: Riga  
Country/Region: Latvija  
Country: LV-Latvia  
Organization Type: National Agency  
Homepage: <http://www.visc.gov.lv>

### Partner 6

Name: UNIONE SINDACALE REGIONALE - CISL CAMPANIA  
City: Napoli  
Country/Region: Campania  
Country: IT-Italy  
Organization Type: others  
Homepage: <http://www.cislcampania.it>

### Partner 7

Name: SPEHA FRESIA SOCIETA' COOPERATIVA  
City: Roma  
Country/Region: Lazio  
Country: IT-Italy  
Organization Type: others  
Homepage: <http://www.speha-fresia.it>

### Partner 8

Name: Confederazione Generale Italiana del Lavoro - CAMPANIA  
City: Napoli  
Country/Region: Campania  
Country: IT-Italy  
Organization Type: association/non-governmental organisation  
Homepage: <http://www.cgilcampania.it>

## Project Files

### Agenda\_II\_meeting\_EN.doc

[http://www.adam-europe.eu/prj/7802/prj/Agenda\\_II\\_meeting\\_EN.doc](http://www.adam-europe.eu/prj/7802/prj/Agenda_II_meeting_EN.doc)

Naxos meeting Agenda - october 2011

### brochure en.pdf

<http://www.adam-europe.eu/prj/7802/prj/brochure%20en.pdf>

a short presentation of the GECO project

### final conference EN.pdf

<http://www.adam-europe.eu/prj/7802/prj/final%20conference%20EN.pdf>

The final conference programme

### GECO Agenda - Naples 20-22 december 2010.pdf

<http://www.adam-europe.eu/prj/7802/prj/GECO%20Agenda%20-%20Naples%2020-22%20december%202010.pdf>

Agenda of the transnational meeting in Naples - december 2010

### Greece - RES (october 2011).pdf

<http://www.adam-europe.eu/prj/7802/prj/Greece%20-%20RES%20%28october%202011%29.pdf>

A Greek scenario for the green economy

### mario vitolo Présentation RIGA 02 07 2012.pptx

<http://www.adam-europe.eu/prj/7802/prj/mario%20vitolo%20Pr%C3%A9sentation%20RIGA%2002%2007%202012.pptx>

A presentation of the GECO Project (french)

### Official Agenda of Latvia GECO Meeting.rev.pdf

<http://www.adam-europe.eu/prj/7802/prj/Official%20Agenda%20of%20Latvia%20GECO%20Meeting.rev.pdf>

Riga Meeting Agenda - July 2012

### Photos of Latvian National Event – Riga 2 July 2013.pdf

<http://www.adam-europe.eu/prj/7802/prj/Photos%20of%20Latvian%20National%20Event%20%E2%80%93%20Riga%202%20July%202013.pdf>

Photos on the National meeting in Latvia, Riga 2 July 2013

### Presentazione IDNAMIC\_def Napoli (3).pdf

[http://www.adam-europe.eu/prj/7802/prj/Presentazione%20IDNAMIC\\_def%20Napoli%20%283%29.pdf](http://www.adam-europe.eu/prj/7802/prj/Presentazione%20IDNAMIC_def%20Napoli%20%283%29.pdf)

Results of GECO project experimentation in IDnamic presented in the dissemination seminar - Naples 14 June 2012

### Presentazione seminario 2911.pptx

<http://www.adam-europe.eu/prj/7802/prj/Presentazione%20seminario%202911.pptx>

Presentation slides for the final conference

### programmacorrezioni2.pdf

<http://www.adam-europe.eu/prj/7802/prj/programmacorrezioni2.pdf>

Agenda I transnational meeting 20-22 december 2013.

## Project Files

### Riga-juillet-2012-version-franc\_ais-V4 (3) le boterf.pptx

<http://www.adam-europe.eu/prj/7802/prj/Riga-juillet-2012-version-franc%C2%B8ais-V4%20%283%29%20le%20boterf.pptx>

VISC presentation for GECO Meeting in Riga 07.02.2013 (french)

### Riga national event 1.zip

<http://www.adam-europe.eu/prj/7802/prj/Riga%20national%20event%201.zip>

Photos (1) of Latvian national event, 2 July 2013

### Tecnico elettronico RES Campania - Format repertorio nazionale.pdf

<http://www.adam-europe.eu/prj/7802/prj/Tecnico%20elettronico%20RES%20Campania%20-%20Format%20repertorio%20nazionale.pdf>

A proposal of the GECO Project for RES mechatronic profile in the regional system of qualification in Campania (Italian version)

### Trade Unions in the GECO Project - a.pdf

<http://www.adam-europe.eu/prj/7802/prj/Trade%20Unions%20%20in%20the%20GECO%20Project%20-%20a.pdf>

The contribution of the trade unions in the GECO project for the enhancement and recognition of new jobs in the green economy.

## Products

- 1 Referential descriptors of Job Profiles
- 2 [www.ldv-geco.eu](http://www.ldv-geco.eu)
- 3 IMPLEMENTATION OF A TOOLS KIT FOR THE TRAINING QUALITY BASED ON THE LE BOTERF MODEL
- 4 Kit tools for quality training in a company

## Product 'Referential descriptors of Job Profiles'

Title: Referential descriptors of Job Profiles

Product Type: description of new occupation profiles

Marketing Text: In GECO project are already available the professional referentials of:

- Photo-Voltaic Systems Installer
- Wind Energy Manager for Operations and Maintenance
- technical Area Manager of Wind Measurement Campains and Fixed Anemometric Station

Other 4 Professional Referentials are prepared but not validated

Description: The GECO Project present examples of tools kit for quality of training experimented in small companies

Target group: Enterprises

Result: The Application of EQF and analysis based on the professional situations is functional to enterprises management of competences.

The Referential Descriptors produced by GECO (in CD and WEB) project are following:

IT/FR/EN:

- PV System Installer
- RES support operator-installer
- Anamometrical studies and wind monitoring services manager

IT/EN:

- Project Manager RES

IT:

- Progettista FV e solare termico
- Responsabile Commerciale RES
- Responsabile tecnico installazione impianti anemometrici

Area of application: Renewable Energies

Homepage: [http://www.ldv-geco.eu/index.php?option=com\\_docman&Itemid=92&lang=it](http://www.ldv-geco.eu/index.php?option=com_docman&Itemid=92&lang=it)

Product Languages: English  
French  
Italian

### product files

Referential descriptor of PV installer def.pdf

<http://www.adam-europe.eu/prj/7802/prd/2/1/Referential%20descriptor%20of%20PV%20installer%20def.pdf>

The Job Profile Referential Desciptors of the PV installer and Anemometric Services Manager are based on experimentation of the GECO Project.

Referential Manager Anemometric Campains.pdf

<http://www.adam-europe.eu/prj/7802/prd/2/1/Referential%20Manager%20Anemometric%20Campains.pdf>

Short refernetial Wind Energy manager maintenance rev 3[1].pdf

<http://www.adam-europe.eu/prj/7802/prd/2/1/Short%20refernetial%20Wind%20Energy%20manager%20maintenance%20rev%203%5B1%5D.pdf>

## Product 'www.ldv-geco.eu'

Title: [www.ldv-geco.eu](http://www.ldv-geco.eu)

Product Type: website

Marketing Text: The website is in Italian, French and English. It contains information about the partner and the main products of the project GECO

Description: In section documents are various products of the GECO Proect

Target group: Entreprises, partners, Schools, Institutions

Result: Products shared

Area of application: Dissemination

Homepage: [www.ldv-geco.eu](http://www.ldv-geco.eu)

Product Languages: Italian  
French  
English

## Product 'IMPLEMENTATION OF A TOOLS KIT FOR THE TRAINING QUALITY BASED ON THE LE BOTERF MODEL " How to act and interact with competence in a given professional situation" in renewables energy sectors.'

Title: IMPLEMENTATION OF A TOOLS KIT FOR THE TRAINING QUALITY BASED ON THE LE BOTERF MODEL " How to act and interact with competence in a given professional situation" in renewables energy sectors.

Product Type: others

Marketing Text: The GECO Book contains:  
 I Scenario analysis elements:  
 - Focus GREECE  
 - Focus ITALY  
 - Focus LATVIA

- 1) The GECO project experience and the lessons on transferring « How to act with competence in a given professional situation » from the Le Boterf method
- 2) Introduction to methods and approaches using the Le Boterf model « How to act and interact with relevance and competence » as applied to the GECO project
- 3) A practical application of the reference model for competence
- 4) Experimentation in Campania: the IT Dynamic and Energy Easy cases
- 5) Experimentation in Lazio Region: the Viola and Reseda Cooperative Companies' cases.
- 6) Experimentation in Apulia: testing in the big and small enterprises
- 7) References and descriptors for certification and evaluation schemes
- 8) Module Green Skills in vocational education system in Latvia

Description: This book presents the results of implementation of GECO Project. Here we present the introductory sections of the book. The full version is only available in print edition. You may require a copy of the GECO book to:  
[info@obrcampania.it](mailto:info@obrcampania.it)

Target group: PME in Renewable Energy Sources sectors; training and evaluation bodies; labour market actors; professionals, young and over 45 years people in restructuring of production process involved.

Result: 152 pages and a CD give implementation examples of tools for competence management for professionals and companies in the renewable energy, based on the Le Boterf Methodology "How to act and interact with competence in a given professional situation"

Area of application: Renewable Energy Sources; SMEs, training and job profiles certification, Training and educational systems.

Homepage: [www.ldv-geco.eu](http://www.ldv-geco.eu)

Product Languages: Italian  
 English  
 French

### product files

GECO Book - Introductory sections.pdf

<http://www.adam-europe.eu/prj/7802/prd/4/1/GECO%20Book%20-%20Introductory%20sections.pdf>

Introductory sections of GECO Book

- Cover

## **product files**

- Colophon
- Index
- Preamble
- Introduction
- Chap. 1

## Product 'Kit tools for quality training in a company'

Title: Kit tools for quality training in a company

Product Type: others

Marketing Text: Kit Tools composed by:  
- Model of Job Profiles referential descriptors,  
- Map of Job profile in a company  
- Maps of Problem and projects  
- Training framework

Description: Geco Project presents an example of the tool kit application in a company

Target group: Companies, workers, training experts, public and private bodies in continuing training systems involved, social partners.

Result: The companies involved in the GECO experimentation have tools for design and verification of the effectiveness of training.

Area of application: Companies, training and certification systems, ECVET

Homepage: [www.ldv-geco.eu](http://www.ldv-geco.eu)

Product Languages: Italian  
English  
French

### product files

KIT TOOLS Experimented.pdf

<http://www.adam-europe.eu/prj/7802/prd/5/1/KIT%20TOOLS%20Experimented.pdf>  
An example of GECO Tools Kit application

## Events

### II trasnational meeting GECO- Green Econmy and Competences of Organisations

Date 17.10.2011

Description The applications of methodology "acting with competence" in the nationals contexts by GECO partners

Target audience GECO partners and ECVET in GREEN ECONOMY actors

Public Event is open to the public

Contact Information obr@ldv-geco.eu

Time and place 2011, October 17th - 20th -  
Cultural Center of Naxos (ex Ursuline School, inside the Castle of Chora Naxos) -  
NAXOS - GR

### I trasnational meeting

Date 20.12.2010

Description In this meeting Geco partners intercact with LB and its methodology. The GECO Project presented in Italy through a public conference.

Target audience Social partners, experts, companies, public and social bodies involved in training and certification systems.

Public Closed event

Contact Information info@obrcampania.it

Time and place Napoli, 20-22 december