

## CREA.M\_ mentorat creative mixte pour les gestionnaires culturels

518533-LLP-1-2011-1-IT-LEONARDO-LMP

<http://www.adam-europe.eu/adam/project/view.htm?prj=8386>

## Information sur le projet

Titre: CREA.M\_ mentorat creative mixte pour les gestionnaires culturels

Code Projet: 518533-LLP-1-2011-1-IT-LEONARDO-LMP

Année: 2011

Type de Projet: Développement d'innovation

Statut: Clôturé

Pays: EU-Projets centralisés

Accroche marketing: Le projet CREA.M vise à

-élaboration d'un cadre de nouveaux programmes culturels pour favoriser l'employabilité des travailleurs précaires managers culturels.

-développer une nouvelle méthode de formation basée sur la méthode de "blended mentoring" pour favoriser la pensée créative, la compétence d'entrepreneuriat, soutenir l'adéquation entre les attentes des managers culturels et le marché du travail.

-test d'un kit créatif UE "blended mentoring" à innover de la formation professionnelle dans un cadre non formel et informel basé sur l'expérience de travail d'apprentissage et sur l'approche des résultats et d'accroître la transparence et la comparabilité et la validation par l'application du EQF (European quality framework).

Résumé: Given the general frame of cultural employment and training at a EU level and the mismatching of skills in the culture sector, the issues at stake are:  
which new competences are required to a cultural manager in a changing, globalized and competitive labour market?  
what kind of innovative learning process needs to be activated?  
how to validate these new skills for a better comparison and transferability at a EU level and to enhance the employability of cultural professionals?  
CREAM.S' network developed 3 answers that led to the creation of a new kit of learning procedures for cultural managers. A research (1) to map the skills needed in the cultural sector and design a new curricula framework for professionals in the culture labour market that pays attention to the competences acquired in informal settings and the need for entrepreneurial skills. The design and testing of a training procedure based on the blended mentoring methodology and aiming, on one hand, at fostering creative thinking, spirit of initiative, intercultural and interpersonal skills and entrepreneurship competences and on the other, at developing concrete learning objects in a one-to-one (mentor-mentee) relation. A validation process (3) of the competences acquired after the testing phase will be shared at a EU level.  
CREA.M is targeted at professionals working precariously in the cultural sector, who have experience but can't find a placement in the labour market nor have access to C-VET. In the pilot testing of the creative blended mentoring 18 mentees directly involved in the project are going to foster their competences and enhance their employability in a co-working experience with 18 mentors. The envisaged impact of the project activities is about 500 people. Moreover the blended mentoring will be developed through an ICT platform to be disseminated by the partner organizations to all their stakeholders (estimated in about 30.000 contacts) to spread and exploit the new learning tool.

Description: The methodology proposed in the CREA.M project is first to identify the real needs of the target groups by mapping/forecasting the skills needed in a competitive cultural labour. A draft of questionnaire of the skills needed and the learning outcomes and competence is draft based on the consortium experience and then is carried out by sending out questionnaires and interviews to a cluster of 100 experienced cultural managers working in the culture sector in the different areas of the cultural field of each partner country. Each partner is going to carry out this research on the relevant field of competence to have a global view of the cultural sector.  
The data collected is discussed in the international focus groups with 10 relevant stakeholder (public sector, enterprises, cultural managers, policy makers, unemployed) to assess the new needs in the cultural sectors and to incorporate in the new curricula the skills and competences gained through non formal informal

## Information sur le projet

learning. The results of the data collecting are going to be elaborated in a new curricula framework which is going to be used as a reference for the development of the creative blended mentoring in what learning outcomes a cultural manager needs to possess. The structure/training method of the creative blended mentoring will be a mix use of an internal mentor and an external mentor is positive on to levels: the use of intern mentor is a new way of perceiving the role of an internal figure becoming the trainer of their colleagues(cascading effect), moreover the internal mentoring allows team building, development of know-how, and is a transferable model, creates reference figures. The external mentor brings inside new ideas and vitality. The traditional mentoring methodology divided in 3 phases is integrated by a platform where mentors and mentee can keep in touch.

Thèmes: \*\*\* Marché du travail  
\*\*\* Divers  
\*\*\* Validation, transparence, certification  
\*\*\* Formation ouverte et à distance  
\*\*\* Orientation professionnelle  
\*\*\* Entreprise, TPE, PME  
\*\*\* Formation continue

Sectors: \*\*\* Enseignement  
\*\*\* Arts, Spectacles et Activités Récréatives

Types de Produit: Modules  
Site Internet  
Méthodes de distribution  
Transparence et certification  
Enseignement à distance  
Méthodes d'évaluation  
Programme/curriculum  
Autres  
Description de nouveaux métiers

Information sur le produit: Research survey on the cultural sector and a mapping of skills useful to identify the skills competences needed in the cultural sector.  
New Culture Curricula Framework: The new cultural curricula framework will be available in all the language of the partnership, in digital form and targeted to cultural trainers, public bodies, EU networks and policy makers, academic world, NGOs, third sector, cultural organizations, museums, creative sector, enterprises. It will help transferability and comparing of competences.  
Design of the creative mentoring and mentoring procedures  
Creation of the platform for the blended mentoring  
Pilot testing of creative mentoring  
The validation framework is going to be delivered in all the language of the partnership. It will contain all the necessary skills and competences, how to validate them, quality assurance, the description of the method of classification. A part of the publication will describe all the process and the integration to the project.  
Evaluation and quality plan  
Dissemination activities

Page Web du projet: <http://www.projectcream.eu/>

## **Contractant du projet**

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Pays: IT-Italie  
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## Partenaire

### Partner 1

Nom: Instituto de Estudios de Ocio - Universidad de Deusto  
Ville: Bilbao  
Pays/Région: Pais Vasco  
Pays: ES-Espagne  
Type d'organisation: Institution de recherche  
Site Internet: <http://www.ocio.deusto.es>

### Partner 2

Nom: Denizli Provincial Special Admistration  
Ville: Denizli  
Pays/Région: Aydin  
Pays: TR-Turquie  
Type d'organisation: Institution publique  
Site Internet: <http://www.dioi.gov.tr>

### Partner 3

Nom: Rome TRE University  
Ville: Roma  
Pays/Région: Lazio  
Pays: IT-Italie  
Type d'organisation: Université/école supérieure spécialisée/academie  
Site Internet: <http://www.uniroma3.it>

### Partner 4

Nom: RPIC-ViP s.r.o.  
Ville: Ostrava  
Pays/Région: Moravskoslezsko  
Pays: CZ-Tchéquie  
Type d'organisation: Autres  
Site Internet: <http://www.rpic-vip.cz>

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## Partenaire

### Partner 5

Nom: European Network of Cultural Administration Training Centres  
Ville: Brussels  
Pays/Région: Bruxelles Cap, Brussel Hof  
Pays: BE-Belgique  
Type d'organisation: Institution de recherche  
Site Internet: <http://www.encaatc.org>

### Partner 6

Nom: Goldsmiths, University of London  
Ville: London  
Pays/Région: Inner London  
Pays: UK-Royaume-Uni  
Type d'organisation: Université/école supérieure spécialisée/academie  
Site Internet: <http://www.gold.ac.uk>

### Partner 7

Nom: Finnish Museums Association  
Ville: Helsinki  
Pays/Région: Etelä-Suomi  
Pays: FI-Finlande  
Type d'organisation: Association/organisation non gouvernementale  
Site Internet: <http://www.museoliitto.fi>

## Données du projet

### 2\_ Research survey.pdf

[http://www.adam-europe.eu/prj/8386/prj/2\\_Research%20survey.pdf](http://www.adam-europe.eu/prj/8386/prj/2_Research%20survey.pdf)

What skills and attributes require cultural managers to stand out of the crowd? This research investigates the skill gaps and recommends what should be strengthened by employers and employees of the cultural sector.

The new cultural curricula framework will be available in all the language of the partnership, in digital form and targeted to cultural trainers, public bodies, EU networks and policy makers, academic world, NGOs, third sector, cultural organizations, museums, creative sector, enterprises. It will help transferability and comparing of competences.

### 4.1\_FOCUS GROUP AGENDA.pdf

[http://www.adam-europe.eu/prj/8386/prj/4.1\\_FOCUS%20GROUP%20AGENDA.pdf](http://www.adam-europe.eu/prj/8386/prj/4.1_FOCUS%20GROUP%20AGENDA.pdf)

### 8.12\_mentoring links and references.pdf

[http://www.adam-europe.eu/prj/8386/prj/8.12\\_mentoring%20links%20and%20references.pdf](http://www.adam-europe.eu/prj/8386/prj/8.12_mentoring%20links%20and%20references.pdf)

The setting up of the mentoring procedures to draft the CREA.M creative blended mentoring scheme on the basis of the map of skills and competences cultural managers need to acquire.

After an exchange of experiences and best practices, a definition of mentoring was shared amongst the partners: a one to one relationship between an experienced mentor and a mentee to foster a reflection on professional career, to encourage self-evaluation on the appropriate balance of competences, to convey to an update and increased motivation. With the support of an external expert from the Italian Mentoring School a meeting was organised to advise partners on how to design and what to take in consideration when piloting the mentoring projects. During the meeting the partners discussed the key components and potential challenges of the mentoring scheme, focusing on how the scheme will adapt to cultural differences to be used by cultural managers across Europe, and how the scheme will be tested in 2013.

The creative blended mentoring will be developed to improve employability of mentees by fostering entrepreneurship skills and mind-set and creative thinking by giving them tools, guide and advise them in their self-development plan, career, job seeking following their own entrepreneurial project.

The target of the mentoring kit is: mainly cultural managers with two or three years of precarious experience in the field, but also students in cultural management approaching the labour market, operators needing induction or professional orientation

### CREA.M\_Brochure\_FINAL\_CZ.pdf

[http://www.adam-europe.eu/prj/8386/prj/CREA.M\\_Brochure\\_FINAL\\_CZ.pdf](http://www.adam-europe.eu/prj/8386/prj/CREA.M_Brochure_FINAL_CZ.pdf)

leaflet in CZ

### CREA.M\_Brochure\_FINAL\_IT.pdf

[http://www.adam-europe.eu/prj/8386/prj/CREA.M\\_Brochure\\_FINAL\\_IT.pdf](http://www.adam-europe.eu/prj/8386/prj/CREA.M_Brochure_FINAL_IT.pdf)

brochure ITA

### CREA.M\_Brochure\_FR\_FINAL.pdf

[http://www.adam-europe.eu/prj/8386/prj/CREA.M\\_Brochure\\_FR\\_FINAL.pdf](http://www.adam-europe.eu/prj/8386/prj/CREA.M_Brochure_FR_FINAL.pdf)

leaflet in FR

### CREA.M brochure translated into TURKISH.pdf

<http://www.adam-europe.eu/prj/8386/prj/CREA.M%20brochure%20translated%20into%20TURKISH.pdf>

Leaflet in Turkish

### CREAM Competency Model Document June 202012 (1).pdf

<http://www.adam-europe.eu/prj/8386/prj/CREAM%20Competency%20Model%20Document%20June%20202012%20%281%29.pdf>

This useful research tool to understand what we mean by skill, competence and attributes

### CREA.M\_FI\_VALMIS.pdf

[http://www.adam-europe.eu/prj/8386/prj/CREA.M\\_FI\\_VALMIS.pdf](http://www.adam-europe.eu/prj/8386/prj/CREA.M_FI_VALMIS.pdf)

Leaflet in Finnis

## Données du projet

### CREA.M\_Leaflet\_FINAL\_ES (1).pdf

[http://www.adam-europe.eu/prj/8386/prj/CREA.M\\_Leaflet\\_FINAL\\_ES%20%281%29.pdf](http://www.adam-europe.eu/prj/8386/prj/CREA.M_Leaflet_FINAL_ES%20%281%29.pdf)

leaflet in Spanish

### CREA.M\_Leaflet\_FINAL.pdf

[http://www.adam-europe.eu/prj/8386/prj/CREA.M\\_Leaflet\\_FINAL.pdf](http://www.adam-europe.eu/prj/8386/prj/CREA.M_Leaflet_FINAL.pdf)

### CREA.M\_Logo\_FINAL\_WITH\_TEXT.jpg

[http://www.adam-europe.eu/prj/8386/prj/CREA.M\\_Logo\\_FINAL\\_WITH\\_TEXT.jpg](http://www.adam-europe.eu/prj/8386/prj/CREA.M_Logo_FINAL_WITH_TEXT.jpg)

project logo

### CREAM MENTORING KIT\_def\_copyright.pdf

[http://www.adam-europe.eu/prj/8386/prj/CREAM%20MENTORING%20KIT\\_def\\_copyright.pdf](http://www.adam-europe.eu/prj/8386/prj/CREAM%20MENTORING%20KIT_def_copyright.pdf)

The CREA.M Blended Mentoring Kit includes processes that facilitate the visualisation of skills or encourage a visual mapping of their industry to identify the current understanding of activities in their sector. Furthermore, these processes help mentees reflect on their professional, career, encourage self evaluation, reinforce self awareness of their skills, knowledge and attributes, identify the gaps in their skills base or knowledge, foster entrepreneurship competence and give them the support and means to develop these. The intended outcome is ultimately to improve the mentees' chances for employability and help them to enter the culture labour market.

Over time the programme gives the mentee a 'personal toolkit', empowering the mentees to take a sense of ownership over their futures.

All materials are downloadable from the project Website, Eve and Adam platform and are licensed under the creative commons Attribution + ShareAlike (by-sa) .

### CREAM MENTORING KIT\_MENTEE\_\_copyright.pdf

[http://www.adam-europe.eu/prj/8386/prj/CREAM%20MENTORING%20KIT\\_MENTEE\\_\\_copyright.pdf](http://www.adam-europe.eu/prj/8386/prj/CREAM%20MENTORING%20KIT_MENTEE__copyright.pdf)

A guide to support the mentoring process for Mentees

### CREAM\_Project\_Newsletter\_2013\_FINAL.pdf

[http://www.adam-europe.eu/prj/8386/prj/CREAM\\_Project\\_Newsletter\\_2013\\_FINAL.pdf](http://www.adam-europe.eu/prj/8386/prj/CREAM_Project_Newsletter_2013_FINAL.pdf)

Newsletter Final Conference CREA.M

### D.19\_list participants CREAM.Public.def.pdf

[http://www.adam-europe.eu/prj/8386/prj/D.19\\_list%20participants%20CREAM.Public.def.pdf](http://www.adam-europe.eu/prj/8386/prj/D.19_list%20participants%20CREAM.Public.def.pdf)

LIST OF THE PARTICIPANTS IN THE CREA.M MENTORING PROGRAMME

### Final Cream PresentationFCP.pptx

<http://www.adam-europe.eu/prj/8386/prj/Final%20Cream%20PresentationFCP.pptx>

Power point presentation of the validation results

### Learning outcomes\_cream\_16\_01.pptx

[http://www.adam-europe.eu/prj/8386/prj/Learning%20outcomes\\_cream\\_16\\_01.pptx](http://www.adam-europe.eu/prj/8386/prj/Learning%20outcomes_cream_16_01.pptx)

materials to arrive to the Kit

### new curriculum framework\_CZ.pdf

[http://www.adam-europe.eu/prj/8386/prj/new%20curriculum%20framework\\_CZ.pdf](http://www.adam-europe.eu/prj/8386/prj/new%20curriculum%20framework_CZ.pdf)

New curricula framework in Czech (Mapping of competencies)

## Données du projet

### new\_curriculum\_framework\_EN.pdf

[http://www.adam-europe.eu/prj/8386/prj/new\\_curriculum\\_framework\\_EN.pdf](http://www.adam-europe.eu/prj/8386/prj/new_curriculum_framework_EN.pdf)

new Curricula framework in English (mapping of competencies)

### new curriculum framework\_ES.pdf

[http://www.adam-europe.eu/prj/8386/prj/new%20curriculum%20framework\\_ES.pdf](http://www.adam-europe.eu/prj/8386/prj/new%20curriculum%20framework_ES.pdf)

New Curricula Framework for Cultural managers (mapping of competencies)

### new\_curriculum\_framework\_FI.pdf

[http://www.adam-europe.eu/prj/8386/prj/new\\_curriculum\\_framework\\_FI.pdf](http://www.adam-europe.eu/prj/8386/prj/new_curriculum_framework_FI.pdf)

New curricula Framework in Finnish (mapping of competencies)

### new curriculum framework\_IT.pdf

[http://www.adam-europe.eu/prj/8386/prj/new%20curriculum%20framework\\_IT.pdf](http://www.adam-europe.eu/prj/8386/prj/new%20curriculum%20framework_IT.pdf)

new curricula framework in Italian (mapping of competencies)

### new curriculum framework\_TR.pdf

[http://www.adam-europe.eu/prj/8386/prj/new%20curriculum%20framework\\_TR.pdf](http://www.adam-europe.eu/prj/8386/prj/new%20curriculum%20framework_TR.pdf)

new Curricula framework In Turkish

### VALIDATION REPORT\_long CREAM def.pdf

[http://www.adam-europe.eu/prj/8386/prj/VALIDATION%20REPORT\\_long%20CREAM%20def.pdf](http://www.adam-europe.eu/prj/8386/prj/VALIDATION%20REPORT_long%20CREAM%20def.pdf)

The research activities indicated in the workplan of the CREA.M Leonardo Project envisaged an assessment of the instruments comprised in the Mentoring Kit with respect to the stated goals both with regard to the Mentees' learning and support for their skills.

This choice was made consistently with the Learning Units and with the Learning Outcomes<sup>2</sup> identified in the Project.

According to the EQF system of reference, the learning outcomes<sup>3</sup> consist of knowledge, skills and attitudes that identify the learning process.

The need to formulate learning outcomes is matched with the EQF's (European Qualifications Framework) commitment to developing design guides where the learning outcomes help identify the paths and

hence the mobility of work profiles and skills<sup>4</sup>.

The methodological reference to the EQF system requires that the learning outcomes be indicated: the rationale for choosing this project by CREA.M lies in the concept of transparency and recognizability of the educational results of the learning paths with a view to ensuring that such paths are flexible at all times.

## Produits

- 1 Research: skills mapping
- 2 New Culture Curricula Framework
- 3 Design of the creative mentoring
- 4 Creation of the platform for the blended mentoring
- 5 Pilot testing of creative mentoring
- 6 Validation framework
- 7 Quality plan
- 8 Dissemination plan
- 9 Exploitation activities
- 10 Focus Group London, 19-20 Aprile, 2012
- 11 PROGRESS REPORT
- 12 CREA.M CREATIVE MENTORING KIT FOR MENTORS
- 13 Final Report

## Produit 'Research: skills mapping'

Titre: Research: skills mapping

Type de Produit: Description de nouveaux métiers

Texte marketing: Mapping the skills needed in the cultural and creative industry labour market

Description: The main objective of this WP is to deliver a research survey on the cultural sector and a mapping of skills useful to identify the skills competences needed in the cultural sector.

Each partner is going to focus on the its relevant sector of competence:

P1 IT(ILS): organization of cultural events

P2 UK (ICCE): creative industries

P3 BE (ENCATC): cultural management organizations

P4 TR (DOI): cultural tourism

P5 FI (FMA): heritage sector museums

P6 CZ (RCIP-Vip): training institutions

P8 ES (IEO): University, academic world

Cible: The target of the research are cultural organization, public bodies, institutions, academic world.

Résultat: Research survey

The research survey is going to be downloadable from the project platform (to be realized in WP3) in English and from all the partners organization websites and once available appropriate dissemination and exploitation will take place

Domaine d'application: Cultural heritage, creative industries, academic world, small enterprises, training institutions, third sector

Adresse du site Internet:

Langues de produit: anglais

## product files

CREAM MENTORING KIT\_def\_copyright.pdf

[http://www.adam-europe.eu/prj/8386/prd/1/1/CREAM%20MENTORING%20KIT\\_def\\_copyright.pdf](http://www.adam-europe.eu/prj/8386/prd/1/1/CREAM%20MENTORING%20KIT_def_copyright.pdf)

## Produit 'New Culture Curricula Framework'

Titre: New Culture Curricula Framework

Type de Produit: Programme/curriculum

Texte marketing: What skills are needed in the cultural and creative industries

Description: Following the methodology of the focus group at an international level, 8 relevant stakeholders (economy of culture experts, HR responsible, academics, etc.) designed by each partner will be invited to contribute to the assessment of the new skills needed to redefine the cultural manager as a new job based on entrepreneurial competences. This meeting and confrontation will lead to the development of guidelines on updating curricula of cultural managers

Cible: cultural trainers, public bodies, EU networks and policy makers, academic world, NGOs, third sector, cultural organizations, museums, creative sector, enterprises. It will help transferability and comparing of competences.

Résultat: Publication in pdf

Domaine d'application: The new curricula framework will help training institutions to deliver trainings based on the real needs of their users in the cultural sector

Adresse du site Internet:

Langues de produit: espagnol  
français  
italien  
finnois  
anglais  
tchèque

## product files

### New Curricula Framework

CREAM\_brief report\_DEF.pdf

[http://www.adam-europe.eu/prj/8386/prd/2/2/CREAM\\_brief%20report\\_DEF.pdf](http://www.adam-europe.eu/prj/8386/prd/2/2/CREAM_brief%20report_DEF.pdf)

What skills and attributes are required cultural managers nowadays to stand out of crowd? By asking employers and employees in the cultural sector at large CREA.M partnership was able to identify what skills and attributes are lacking and what attributes should be strengthened.

The new cultural curricula framework will be available in all the language of the partnership, in digital form and targeted to cultural trainers, public bodies, EU networks and policy makers, academic world, NGOs, third sector, cultural organizations, museums, creative sector, enterprises. It will help transferability and comparing of competences.

## Produit 'Design of the creative mentoring'

Titre: Design of the creative mentoring

Type de Produit: Modules

Texte marketing: All the partners will use the results of the research phase to develop new tools based on the blended mentoring that will allow the would-be cultural managers to acquire new entrepreneurial skills and the competnces and skills needed to enter the labour market.

Description: As a process of informal transmission not only of knowledge, but also of social capital in a frame of psychosocial support, the mentoring methodology represents an innovative informal learning approach relevant to work, career and professional development. Experts and trainers will specify the characteristics requested for mentors (the persons with greater knowledge and experience) and those for mentees (the would be cultural managers).

Cible: trainers

Résultat: New blended mentoring training module for cultural managers  
International focus group

Domaine d'application: Training institutions, university, entreprises, third sector

Adresse du site Internet:

Langues de produit: anglais

## Produit 'Creation of the platform for the blended mentoring'

Titre: Creation of the platform for the blended mentoring

Type de Produit: Site Internet

Texte marketing: The mentoring is blended to allow an easier relation mentor-mentee. Considering that the mentors are professionals involved in many cultural activities, their availability can't be full time. Being a mix of on-site and online events, the blended mentoring lets the learning process be applied to the ordinary practice of cultural professionals. For this reason at the same time a platform for the online meetings and work between the mentor and the mentee will be designed and adapted to the needs of the blended mentoring

Description: The platform will allow:  
double access: access to the overview of the CREA.M project for public users; access to the blended mentoring area only for registered users (mentors and mentees)  
registration of mentors' and mentees' full profiles  
match the needs/expectation and potential projects.  
chat/video-chat online  
upload and editing of shared documents  
upload of files image, audio, video.  
public access to databases of mentees containing their new cv and the summaries of their project.  
public access to the results of the mentoring: best practices and job placement of mentees.  
Therefore, the platform will also contain information about the project that will be useful for the dissemination activities (WP7).  
The platform contents open to the general public will be in English. The area for the mentoring will be in all the languages of the participating countries.

Cible: mentors and mentees, project coordinators, and all relevant stakeholders

Résultat: webplatform

Domaine d'application: the webplatform it will be an hub to keep in contact mentors and mentees. Moreover used to disseminate the project activities

Adresse du site Internet:

Langues de produit: anglais  
tchèque  
français  
finnois  
espagnol  
italien

## Produit 'Pilot testing of creative mentoring'

Titre: Pilot testing of creative mentoring

Type de Produit: Autres

Texte marketing: creating 3 pairs of mentors-mentees, following these steps:  
- call for mentees, checking of the cv and profiles submitted, ranking list of candidates and identification of 3 persons that will participate to the blended mentoring.  
- identification of 3 mentees: 1 internal to the partner organization, 2 external mentors to be chosen among a series of experts and professionals each partner is in contact with  
- supervision the starting phase of the blended mentoring in which the trustee relation between mentors and mentees has to be created and

Description: Identification of mentors and mentees  
Mentoring phase 1: starting phase  
Mentoring phase 2: active phase  
Pilot testing Meeting  
Mentoring phase 3: end (balance of competences)

Cible: mentors and mentees

Résultat: projects realized by mentees  
balance of competences

Domaine d'application: testing the blended mentoring procedures identified

Adresse du site Internet:

Langues de produit: finnois  
italien  
tchèque  
anglais  
espagnol  
turque

## Produit 'Validation framework'

Titre: Validation framework

Type de Produit: Transparence et certification

Texte marketing: The validation framework aims at contributing to a new approach to identify and validate the invisible learning experiences that can be integrated in the cultural curricula framework. The validation framework is going to be delivered in all the language of the partnership. It will contain all the necessary skills and competences, how to validate them, quality assurance, the description of the method of classification. A part of the publication will describe all the process and the integration to the project.

Description: the validation process:  
Focalization of the knowledge, skills and competences gained through the creative blended mentoring.  
The validation encompasses  
Identification of the knowledge, skills and competences gained through non formal and informal learning  
Documentation of the knowledge through NFIL making learning outcome As visible beyond the individual and provide a formal of social recognition.  
Recognition the issuing of a formal recognized certificate/qualification validate at European level and it will help the target group to present their abilities and experience more clearly.  
Systems and approaches for identifying and validating nonformal and informal learning should respect the legitimate interests and ensure the balanced participation of the relevant stakeholders  
The process of validation will follow European guidelines for validating nonformal and informal learning.  
The structure of validation procedures (The three processes of orientation, assessment and external audit can be used to evaluate existing validation procedures and support the development of new validation procedures) must rely on supporting orientation, assessment and quality assurance of the individual

Cible: mentors and mentee

Résultat: Validation framework running through out the project to support assessment of competences gained through the training.

Domaine d'application: training

Adresse du site Internet:

Langues de produit: anglais

## Produit 'Quality plan'

Titre: Quality plan

Type de Produit: Méthodes d'évaluation

Texte marketing: Evaluation plan (draft) aims at:

- supporting the project and acts as a check on whether the targets have been met
- allowing the results to be improved based upon judgements made about the value and quality of the project
- simplifying decision making and can assist with fundamental changes in the project, should these be necessary
- involving all the project partners and provides a context for open discussion, debate and agreement on project performance
- revealing strengths as well as weaknesses and identify obstacles to progress

It proceeds a Formative evaluation (in progress gaining feedback by short and long target groups)and summative evaluation at the end of the project.

Description: The evaluation is carried out at the following

- Transnational partner meetings and conferences
- Leadership and management
- Dissemination deliverables and outputs
- Communications Platform
- Transnational elements and added value
- Self-evaluation of competence of the steering committees
- Project activities (evaluation of each WP,..)
- Project outputs (feedback, balance of competences)
- Project outcomes (feedback of target groups)

It will include quality indicators discuss among the partners and a timetable

The evaluation tools such as questionnaires, interviews

The main issues on which the evaluation will concentrate are:

- The perceived quality of activities
- The perceived usefulness of the outputs
- The use of European standards
- Impact and follow-up of the project
- The long-term sustainability of the project

Cible: project coordinators, mentors and mentees, institutions involved in the project, relevant stakeholders

Résultat: quality plan, questionnaires, report on balance of competences

Domaine d'application: assessing project results

Adresse du site Internet:

Langues de produit: anglais

## Produit 'Dissemination plan'

Titre: Dissemination plan

Type de Produit: Méthodes de distribution

Texte marketing: The dissemination plan will help the partnership reach all the target users addressed in the project aiming at fostering a flow of exchanging best practice and ideas among the relevant stakeholders

Description:

Cible: all relevant stakeholders in the cultural heritage sector, public authorities local, national and european level, entreprises.

Résultat: Dissemination plan  
internet dissemination  
advertising material  
website (mentoring platform)  
Final conference

Domaine d'application: to disseminate and inspiring relevant stakeholders to use the training method realized, to raise awareness on the needs to forecasting the necessary skills in the cultural area and offering a training methodology that can help cultural managers to access the labour market

Adresse du site Internet:

Langues de produit: anglais

## Produit 'Exploitation activities'

Titre: Exploitation activities

Type de Produit: Autres

Texte marketing: The new cultural curricula framework will support, as a reference, enterprises, cultural organization, Universities, social partners, public bodies and to encourage a stronger analysis of the cultural sector at European level. Exploitation continues at the end of the piloting test of the innovative creative mentoring training kit to present the results to the relevant stakeholders. Moreover the project outcomes new skilled workers in the cultural sector to the wider cultural community and also mainstreaming results into local, national, regional provision.  
In order for the project to succeed is vital to raise awareness of the CREA.M project results and attract academies, business, third sector, training institutions, national and local bodies.

Description: The exploitation plan includes guidelines to integrate the project results in the long-term strategy of the partners organizations.  
The exploitation plan indicates:  
-the short and long term target group  
-Types of dissemination and exploitation activities to be carried out;  
-Means/Instruments that will be used  
-Calendar of exploitation activities  
-the plans for the future.  
It will incorporate how to get feedback from user, follow data on website use, Online feedback forms, Website access statistics tools

Cible: enterprises, cultural organization, Universities, social partners, public bodies

Résultat: Expolitation plan  
Raise awareness conferences

Domaine d'application: To raise awarenees on the problem of mismatching skills in the cultural and creative industry field.  
to raise awareness on the importance of this sector to boost employability and supporting the european economy

Adresse du site Internet:

Langues de produit: anglais

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## Produit 'Focus Group London, 19-20 Aprile, 2012'

Titre: Focus Group London, 19-20 Aprile, 2012

Type de Produit: Autres

Texte marketing: Following the methodology of the focus group at an international level, 8 relevant stakeholders (economy of culture experts, HR responsible, academics, etc.) designed by each partner will be invited to contribute to the assessment of the new skills needed to redefine the cultural manager as a new job based on entrepreneurial competences. This meeting and confrontation will lead to the development of guidelines on updating curricula of cultural managers

Description:

Cible:

Résultat: All the discussion had in the focus group will help the draft of the New Curricula Framework for cultural managers

Domaine d'application:

Adresse du site Internet:

Langues de produit:

## Produit 'PROGRESS REPORT'

Titre: PROGRESS REPORT

Type de Produit: Autres

Texte marketing: Mid term Report of the CREA.M project approved by the EACEA

Description: The report illustrates the results achieved by the partnership in the first year of the project.

Cible: EU project managers, cultural managers, researchers, unemployed from the cultural sector, local, national and EU authorities

Résultat: Report

Domaine d'application: Culture sector, creative and cultural industry, informal learning, blended mentoring, arts and culture, employability

Adresse du site Internet:

Langues de produit: anglais

### product files

#### progress report

2011\_4028\_PR\_CREA.M\_pub.pdf

[http://www.adam-europe.eu/prj/8386/prd/11/2/2011\\_4028\\_PR\\_CREA.M\\_pub.pdf](http://www.adam-europe.eu/prj/8386/prd/11/2/2011_4028_PR_CREA.M_pub.pdf)  
PROGRESS PREPORT CREA.M

## Produit 'CREA.M CREATIVE MENTORING KIT FOR MENTORS'

Titre: CREA.M CREATIVE MENTORING KIT FOR MENTORS

Type de Produit: Autres

Texte marketing: The CREA.M Blended Mentoring Kit that has been developed for the programme includes processes that facilitate the visualisation of skills or encourage a visual mapping of their industry to identify the current understanding of activities in their sector. Furthermore, these processes help mentees reflect on their professional career, encourage self evaluation, reinforce self awareness of their skills, knowledge and attributes, identify the gaps in their skills base or knowledge, foster entrepreneurship competence and give them the support and means to develop these. The intended outcome is ultimately to improve the mentees' chances for employability and help them to enter the culture labour market.

Description: The CREA.M project was conceived with the ambition of developing a mentoring programme that could work with people who feel disengaged but with strong ambitions to work in, or further develop their careers in the cultural sector. The CREA.M Blended Mentoring Kit for mentors and mentees was the outcome of this ambition, designed to develop and support mentors and mentees in their mentoring relationship approach.

Cible: Cultural managers

Résultat:

Domaine d'application:

Adresse du site Internet: <http://www.projectcream.eu/it/>

Langues de produit: anglais

## Produit 'Final Report'

Titre: Final Report

Type de Produit:

Texte marketing:

Description:

Cible:

Résultat:

Domaine d'application:

Adresse du site Internet:

Langues de produit:

### product files

2011\_4028\_FR\_CREA.M\_pub.pdf

[http://www.adam-europe.eu/prj/8386/prd/13/1/2011\\_4028\\_FR\\_CREA.M\\_pub.pdf](http://www.adam-europe.eu/prj/8386/prd/13/1/2011_4028_FR_CREA.M_pub.pdf)

## Événements

## Événements

### Final Conference CREA.M project\_05-07 November 2013

Date 05.11.2013

Description The final conference of the CREA.M project will take place during the 21th ENCATC ANNUAL CONFERENCE INTERNATIONAL CONFERENCE: "Rethinking Education on arts and cultural management":

<http://www.encatc.org/pages/index.php?id=246>

In our changing society and environment how should education evolve? Which skills and expertise should education in the cultural management and policy field provide for allowing a smart, sustainable and inclusive growth in Europe and beyond? How networks in the field of culture and education could contribute to reform and modernize the educational system as well as to create capabilities to stimulate the sector's ability to innovate through the exploration of fresh and unconventional connections between the creative, business and academic spheres? These are some of the questions that will be analysed and debated during the International Conference "Rethinking Education on arts and cultural management" organized by ENCATC, the leading European network on arts and cultural management and policy education in Antwerp in partnership with the University of Antwerp next 5-7 of November.

The world had entered a phase of history of which change is an essential feature, but change that is radically different from that experienced in the past. In this new context (Digitisation and globalisation are opening new market opportunities, in particular for small businesses and cultural organizations) education is faced with the challenge of fulfill its mission adequately, but also to contribute to a smart, sustainable and inclusive growth in Europe. The recent communication from the Commission "Rethinking the education: investing in skills for better socio-economic outcomes" published in November 2012 calls for creating new capabilities for this new context: "The broad mission of education and training encompasses objectives such as active citizenship, personal development and well-being. While these go hand-in-hand with the need to upgrade skills for employability, against the backdrop of sluggish economic growth and a shrinking workforce due to demographic ageing, the most pressing challenge for Members States is to address the needs of the economy and focus on solutions to tackle fast-rising youth unemployment".

To debate about this new policy scenario for education renowned international keynote speakers, such as Hilary S. Carty from ICCE (Institute of Creative and Cultural Entrepreneurship) at Goldsmiths, University of London, Serge Dorny, General Director of the Lyon Opera, Milena Dragicevic Sestic, University of Belgrade, Sue Kay, Researcher and trainer, Annick Schramme, University of Antwerp, are invited by ENCATC to share their expertise and encourage thought and discussion.

Cible cultural managers, researchers, policy makers, students, practioneers, etc

Public Événement public

Informations de contact For more information on the conference please contact:

Giannalia Cogliandro Beyens, ENCATC Secretary General: [g.cogliandro@encatc.org](mailto:g.cogliandro@encatc.org) (+32.2.201.29.12)

For press and media:

Elizabeth Darley, ENCATC Communication and Project Officer: [e.darley@encatc.org](mailto:e.darley@encatc.org)

## Événements

For more information on the project:  
giulia.fiaccarini@gmail.com

Antwerp, 05-07 November 2013

### 17th-20th JUNE 4th Project meeting

Date 17.06.2013

Description 4th project meeting in Helsinki Finland, hosted by Finnish Museum association. In the middle of the blended mentoring phase the meeting the partners will confront themselves on the outcomes achieved so far, to adjust the mentoring procedures if necessary.  
Planning for the final conference in Bruxelles 5-7 November 2013

Cible Staff partners' organisation/internal mentors

Public Événement non public

Informations de contact giulia.fiaccarini@gmail.com

Date et lieu Helsinki, Finland

### Mentors' Training

Date 19.03.2013

Description Based on creative play and appreciative enquiry, after the productive session in Turkey partners will train local mentors 3 to mentir their mentees. Training is an important step in any mentoring programme.

Cible Mentors experienced cultural managers

Public Événement non public

Informations de contact Giulia.fiaccarini@ gmail.com; a.silvaggi@gmail.com;

Date et lieu In march 2013 Italy  
Spain  
Uk  
Czech Republic  
Turkey  
Finland

## Événements

### Meeting in Turkey

Date 10.02.2013

Description 3rd project meeting and training of mentors

Cible

Public Événement non public

Informations de contact g.fiaccarini@gmail.com

Date et lieu

### 3rd partners'meeting -Training of mentors

Date 10.02.2013

Description 3rd partners meeting and Training of mentors

Cible Mentors (experienced cultural managers)

Public Événement non public

Informations de contact g.fiaccarini@gmail.com

Date et lieu Denizli (TR) 10-14 February

## Événements

### Mentoring meeting in Rome, Italy

Date	13.11.2012
Description	Trainers and researchers from each partner will work to define the blended mentoring scheme to develop the entrepreneurship key competence of cultural managers to increase their employability and providing with the tools to develop their carrer. Objectives: Designing the mentoring scheme Objectives and learning outcomes Mentoring procedures
Cible	project partners and internal mentors External mentoring expert
Public	Événement non public
Informations de contact	g.fiaccarini@gmail.com
Date et lieu	13 Novembre 2012 Istituto Luigi Sturzo, Roma, Italy

### Second project meeting in Bilbao, ES

Date	28.06.2012
Description	The aim of the meeting was to present internally and agree on the findings of the research phase and set up the following step of the project the design of the mentoring scheme. all research products rae available on the projectcream.eu website
Cible	Project partners
Public	Événement non public
Informations de contact	a.silvaggi@gmail.com
Date et lieu	28th- 29th June 2012 University of Deusto. Institute of Leisure Studies Avda. de las Universidades, 24, 48007 Bilbao 28th June – 29th June 2012 9.30 – 5.30 PM

## Événements

### International Focus group in UK

Date 19.04.2012

Description CREA.M partners met at Goldsmiths, University of London for the international focus group to discuss the first results of the project's mapping phase of key skills, attributes and competencies required of today's cultural managers (WP2). 22 participants, including project partners and invited stakeholders, discussed the difficult and unstable situation unemployed cultural managers now find themselves in: too few and infrequent job opportunities and what this means in terms of skills and competences needed to find stable employment.

Cible Following the methodology of the focus group at an international level, 8 relevant stakeholders (economy of culture experts, HR responsible, academics, etc.) designed by each partner will be invited to contribute to the assessment of the new skills needed to redefine the cultural manager as a new job based on entrepreneurial competences. This meeting and confrontation will lead to the development of guidelines on updating curricula of cultural managers.

Public Événement non public

Informations de contact a.silvaggi@gmail.com

Date et lieu Goldsmiths University London, UK  
On 19-20 April,

### Kick off meeting

Date 18.12.2011

Description First kick off meeting in Rome 18-21 December 2011

Cible project managers

Public Événement non public

Informations de contact Antonia Silvaggi  
a.silvaggi@gmail.com

Date et lieu Rome 18-21 December

## Project Tags

The project belongs to the following group(s):

Best Projects (<http://www.adam-europe.eu/adam/thematicgroup/MMVII>)