



## Job-Skill toolbox

2010-1-SE1-LEO05-04797

<http://www.adam-europe.eu/adam/project/view.htm?prj=9006>

## Projektinformation

Titel: Job-Skill toolbox  
 Projektnummer: 2010-1-SE1-LEO05-04797  
 Jahr: 2010  
 Projekttyp: Innovationstransfer  
 Status: abgeschlossen  
 Land: SE-Schweden  
 Marketing Text: Berufsfähigkeiten als ein bewegliches Ziel für Berufsbildungsanbieter und Programme. Das übergeordnete Ziel dieses Vorschlags ist es die zukünftige Berufsausbildung auf den mittelfristigen Bedarf an Kompetenzen und neue Arbeitsplätze anzupassen und zu entwickeln anhand von den regionalen Arbeitsmarktprognosen.

**Zusammenfassung:** A mismatch between skills demand and supply has high economic and social costs and contributes to structural unemployment. Early identification of future skill needs will enable VET- providers to forecast what skills will be in demand in future, so as to ensure a better fit between jobs and skills. In its policy document "New skills for New Jobs" the Commission states that early identification of future skills needs is important for reduction of skills gaps. It enables VET- providers to anticipate what skills will be in demand in the medium- to long-term, so as to ensure a better fit between jobs and skills. (Future skill needs in Europe. CEDEFOP, 2008)

The above policy recommends the following:

- a) Encouraging greater collaboration between multi-stakeholders regarding adjustments of VET-system to present needs
- b) Involving potential multi-stakeholders in the anticipation of future skills needs, and creating and disseminating good practices on better use of forecast for education and training offer (Action Now- at [www.cedefop.europa.eu](http://www.cedefop.europa.eu))

Regarding the first aspect, namely adjusting VET to the needs of labour market, in 2000 Folkuniversitetet Uppsala (2006 other partners) created a Forum in form of management/peer groups with PES and employer. A joint evaluation showed that creation of forums contributed to a more adjusted vocational training with higher degree of employability for learners. (from 42 % -Greek partner to 83 % -Swedish partner)

However, the second aspect regarding the future needs for new skills is still problematic for us as VET-providers. Although the management groups have obviously positive impact on employability for learners, the forums lack a tool for handling future skills needs for the regions in spite of available forecast.

The proposed project developed a methodological toolbox for management/peer groups which facilitate:

1. Interpretation of future regional labour market demands per occupational skill profile
2. Interpretation of future regional labour market needs per type of education according to skill profiles
3. Inclusion of the regional forecast for future skill profiles into new VET programs in the regions.

The tangible result was a tool which covers the process from interpretation of forecast to job/skill profile and from there to upgraded VET-programs.

Stakeholders in the management groups contributed to the following:

## Projektinformation

- PES provided regional forecast and interpretation of future regional needs per occupational sector
- Employers contributed with interpretation of demand per occupational skill profiles and review of new/ upgraded VET-programs for future
- VET-partners provided new VET-programs according to defined skill profiles

The impact of the project was: a) improved cooperation and coordination of regional labour policy by stakeholders b) higher employability and reduction of the risk for future skill mismatch

Beschreibung: The overall objective of this proposal was to adapt, adjust and develop the future VET-training to the medium-term needs for skills and new jobs based on the regional labour market forecasts.

The specific objective of the proposal was to elaborate a methodological toolbox for using the anticipated future regional needs for upgrading the present VET-programs and creating new ones according to the regional forecasts. The Tool-box was elaborated by the forums (peer/management groups including PES and employers organisations) according to the following:

1. Future regional labour market demands per occupational sector/ and its effect on demand per occupational skill profiles
2. Labour market supply per type of education according to skill profiles
3. Inclusion of the result of the regional forecast for future skill/jobs needs into a set of skill profiles which can be used for development of new VET training programs for future jobs in the regions.

Stakeholders contributed to the goal achievement by the following:

- Public Employment Service (PES) provided regional forecast and interpretation of regional needs per occupational sector and needs for VET- education
- Employers representatives contributed with interpretation of demand per occupational skill profiles and review of new/ upgraded VET-programs for future
- VET-partners provided suggestion for new VET-programs according to defined skill profiles

The working methodological toolbox was developed within the framework of active Forums (peer/ management groups (with PES and employers organisations) at organisations in this partnership.

Themen: \*\*\* Arbeitsmarkt  
 \*\* Lebenslanges Lernen  
 \*\* Sozialer Dialog  
 \*\* Weiterbildung

Sektoren: \*\*\* Erziehung und Unterricht  
 \*\* Baugewerbe/Bau  
 \*\* Energieversorgung

Produkt Typen: CD-ROM  
 Homepage  
 Verfahren zur Analyse und Prognose des Berufsbildungsbedarfes

Produktinformation: JS Toolbox offers different tools for getting more grip on skills demands and the way to include them in educational programs. It does not intend to predict changes in a quantifiable way  
 All approaches are based on some form of educational partnership since needs and demands essentially are communicated between businesses and education institutes

## Projektinformation

(at a regional or sector level). JS toolbox offers solutions that contribute to processes of quality assurance according to the European CQAF VET model , especially to indicators 1.1.1, 1.1.3 and 1.1.4.

Projektwebseite: <http://www.jstoolbox.eu/courses/jstoolbox/jstoolbox/jstoolbox.html> ; [www.jstoolbox.eu](http://www.jstoolbox.eu)

## Vertragnehmer

Name: Folkuniversitetet Kursverksamheten vid Uppsala Universitetet  
Stadt: Uppsala  
Land/Region: Östra Mellansverige  
Land: SE-Schweden  
Organisationstyp: Verband/nicht regierungsgebundene Organisation  
Homepage: <http://www.folkuniversitetet.se>

## Kontaktperson

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## Partner

### Partner 1

Name: Revalento  
Stadt: Tilburg  
Land/Region: Noord Brabant  
Land: NL-Niederlande  
Organisationstyp: andere  
Homepage: <http://revalento.nl>

### Partner 2

Name: Staropolska Izba Przemysowo- Handlowa  
Stadt: Kielce  
Land/Region: Swietokrzyskie  
Land: PL-Polen  
Organisationstyp: Kammer  
Homepage: <http://www.siph.com.pl>

### Partner 3

Name: Documenta - European Institute for Training and Development Studies  
Stadt: Guarnizo  
Land/Region: Cantabria  
Land: ES-Spanien  
Organisationstyp: andere  
Homepage: <http://www.documenta.es>

### Partner 4

Name: "DIMITRA" Institute of Training and Development  
Stadt: Larissa  
Land/Region: Thessalia  
Land: EL-Griechenland  
Organisationstyp: andere  
Homepage: <http://www.dimitra.gr>

## Projektdateien

delphi\_method\_dimitra.docx

[http://www.adam-europe.eu/prj/9006/prj/delphi\\_method\\_dimitra.docx](http://www.adam-europe.eu/prj/9006/prj/delphi_method_dimitra.docx)

JS\_TOOLBOX description method DOCUMENTA 2.docx

[http://www.adam-europe.eu/prj/9006/prj/JS\\_TOOLBOX%20description%20method%20DOCUMENTA%202.docx](http://www.adam-europe.eu/prj/9006/prj/JS_TOOLBOX%20description%20method%20DOCUMENTA%202.docx)

Method Digital group decision support system.docx

<http://www.adam-europe.eu/prj/9006/prj/Method%20Digital%20group%20decision%20support%20system.docx>

Per method or tool template for all box input.docx

<http://www.adam-europe.eu/prj/9006/prj/Per%20method%20or%20tool%20template%20for%20all%20box%20input.docx>

presentation.ppt

<http://www.adam-europe.eu/prj/9006/prj/presentation.ppt>

Description of the final product

Skillsmanager description for toolbox (versie 2).docx

<http://www.adam-europe.eu/prj/9006/prj/Skillsmanager%20description%20for%20toolbox%20%28versie%20%29.docx>

The Swedish model of Higher Vocational Education, english 2.docx

<http://www.adam-europe.eu/prj/9006/prj/The%20Swedish%20model%20of%20Higher%20Vocational%20Education%2C%20english%202.docx>

## Produkte

- 1 Skillsmanager
- 2 "Method/tool/approach"

## Produkt 'Skillsmanager'

Titel: Skillsmanager

Produkttyp: Verfahren zur Analyse und Prognose des Berufsbildungsbedarfes

Marketing Text: "Skillsmanager: For a transparent communication between labour market and education"

Beschreibung: Content of the application

The application consist of a wealth of information that can be opened up in an interactive way by different users. In its library it has information regarding:

- o All tasks that can be found in all functions within a sector (for different sectors)
- o A coherent and logically description of all core functions and their interrelations
- o The knowledge, skills and competences that are required to perform the different tasks in an adequate way
- o Example core functions and the required level of professionalism of knowledge, skills and competences underlying each of them
- o Education and training programmes linked to core functions as well as tasks (including entry as well as exit levels)
- o Relevant innovations (sector recognized trends) and their link with required knowledge, skills and competences.

Lay out of the application

The application creates dynamic links between functions/jobs (within a sector), innovation and training and education. In the image below (see next page) the central elements of the applications are presented. The core consists of a matrix of tasks and competences (in the matrix the lower right part). The core is linked to sector jobs as well as to education (VET programs).

o A function/job consists of different tasks leading to a specific and desired outcome. The SkillsManager offers the opportunity for businesses and their employees to describe their own functions/jobs by simply selecting all tasks a job consists of (the job task part of the matrix).

o To fulfil tasks to the level intended for business staff needs to possess certain characteristics, knowledge, skills and attitudes. Some of these are not or almost not trainable (like Characteristics in the lower half of pyramide).

Others however are. The SkillsManager links every task with these four different areas of "professional quality or competence" as well as to the required level of these "qualities". Users (business managers as well as employees) can score their level of "competence" and get immediate feedback on match and mismatch and related development options.

o Education and training mainly address development of knowledge and skills, and partly attitude at the level of a start qualification as well as higher professional levels. These end levels are always (should always be) established. The application generates information on those education and training programs that cover the function/ jobs that have been fed into the system. It also generates educational information as feedback as a outcome of a certain function or job appraisal.

o The link between functions/jobs and required education closes the circle. It makes visible how education is connected to the labour market (or not). The right education gives entry to certain job positions. Additional education and training is required to keep up with the professional development of each job! Likewise the Skillsmanager will provide this information also.

Zielgruppe: VET-providers

Resultat: To be publised

Anwendungsbereich:

Homepage:

Produktsprachen: Englisch



## Produkt "Method/tool/approach"

Titel: "Method/tool/approach"

Produkttyp: Homepage

**Marketing Text:** The Delphi methodology presents a proven method for conducting small and large scale researches by involving experts of any field needed and by taking advantage of the equality of opinion by all informers that are implicated. Delphi Methodology can handle a large amount of information by securely eliminating inputs that have nothing to offer and can derive many safe and valuable conclusions to be used by all stakeholders in business sectors and education.

**Beschreibung:** The name "Delphi" derives from the Oracle of Delphi. The Delphi method is based on the assumption that group judgments are more valid than individual judgments. The origins of the use of the Delphi method can be traced back in the works of the Olaf Helmer's team from RAND Corporation. The Delphi method is the solution to the problems arising during the surveys that are mostly caused by the divergence in experts' opinions. The method allows to narrow down the experts' opinions and to work out the most commonly accepted conclusions. Its core function is the forecasting of the future, pursuant to the given experts' opinions. The aim of the Delphi method is: to organize a debate, to make a presentation and to elaborate the feedback from a questionnaire survey, and finally to achieve a common point of view. In other words, the method is used for communication and exchanging the opinions concerning the particular topic as well as for setting down the opinion about the future, and it is often used when the approximate data are not enough. The method is also useful while gathering the opinions from a wide group of experts and when there is no sufficient data concerning the future trends or when the open discussion on a forum is impossible because of various reasons. This method eliminates the domination of individuals and their influence on the others' opinions.

The use of the DELPHI method in the matter of matching new skills and competencies to new requirements from several business sectors will present valuable inputs since it can include the opinion of highly regarded experts in vocational training without the risk of concluding to a conclusion that is expressed from a well known expert alone. Groups from academic education, vocational education, business organizations and unions as well as opinion makers can be formed providing opinions that will be equally regarded in order to reach to the final conclusions while no view will be grounded. This is mainly why the Delphi Method can present the most efficient way to include as many views as possible in order to reach to a safe result.

**Zielgruppe:** VET-providers  
Employers  
Regional administration/authority

**Resultat:** Usage Instruction  
The Delphi Technique is a method used to estimate the likelihood and outcome of future events. A group of experts exchange views, and each one individually gives estimates and assumptions to a facilitator who reviews the data and issues a summary report. The group members discuss and review the summary report individually, and give updated forecasts to the facilitator, who again reviews the material and issues a second report. This process continues until all participants reach a consensus.  
The experts at each round have a full record of what forecasts other experts have made, but they do not know who made which forecast. Anonymity allows the experts to express their opinions freely, encourages openness and avoids admitting errors by revising earlier forecasts. The technique is an iterative process, and first aims to get a wide range of opinions from the group of experts. The results of the first round of questions, when summarized, provide the basis for the second round of questions. Results from the second round of questions feed into the third and final round.  
**The Delphi Process**  
Theoretically, the Delphi process can be continuously iterated until consensus is determined to have been achieved. However, we have to point out that three

## Produkt "Method/tool/approach"

Resultat: iterations are often sufficient to collect the needed information and to reach a consensus in most cases. The following provides insights for up to four iterations in order to assist those who decide to use the Delphi process as a data collection technique when it is determined that additional iterations beyond three are needed or valuable. At first we can see a more general view of the method implementation in rounds.

Anwendungsbereich: Curricula development in VET

Homepage:

Produktsprachen: Englisch

## Veranstaltungen

### 4th transnational meeting

Datum 31.05.2012

Beschreibung Report for activities implemented in Greece, Dimitra used the Delphi method – a forecasting method of decision-making technique by a group of experts.

Report for activities implemented in Spain by Documenta. Area chosen for identifying future needs was green jobs.

Report for activities implemented in Poland by Chamber of Commerce. Area chosen for identifying future needs was construction sector.

Zielgruppe Project partners

Öffentlich Geschlossene Veranstaltung

Kontaktinformation

Zeitpunkt und Ort 31.05.2012 01.06.2012  
MAASTRICHT, THE NETHERLANDS

### Third Steering Committee meeting

Datum 15.12.2011

Beschreibung The third meeting for the partnership was organized in Kielce, Poland, on the 15-16 of December 2011.

Purpose of this session:

- Discuss the progress of the project
- Development of the on-line version of the JS-Toolbox model

[Click to see programme of the meeting...](#)

[Click to see PRESENTATION of the on-line model...](#)

Zielgruppe Project partners

Öffentlich Geschlossene Veranstaltung

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Zeitpunkt und Ort Kielce, POLAND  
15/12/2011 - 16/12/2011

## Veranstaltungen

### Second Steering Committee meeting

Datum	15.06.2011
Beschreibung	The second meeting for the partnership was organized in Santander, Spain, on the 15 and 16th of June 2011. Purpose of the meeting: Elaboration of the common nominator based on partner research
Zielgruppe	Project partners
Öffentlich	Geschlossene Veranstaltung
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Zeitpunkt und Ort	15/06/2011 - 16/06/2011 Santander, SPAIN

### First Steering Committee meeting - Kristianstad, SWEDEN

Datum	22.10.2010
Beschreibung	The first meeting for the partnership was organized in Kristianstad, Sweden, on the 22nd of October 2010.  The partnership discussed the following: -Goal and planned steps of the project - Criteria for research and national reports by partners. - Contracts and distribution of the responsibilities - Financial and administrative issues of the project
Zielgruppe	Project partners
Öffentlich	Geschlossene Veranstaltung
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Zeitpunkt und Ort	22/10/2010, Kristianstad - Sweden