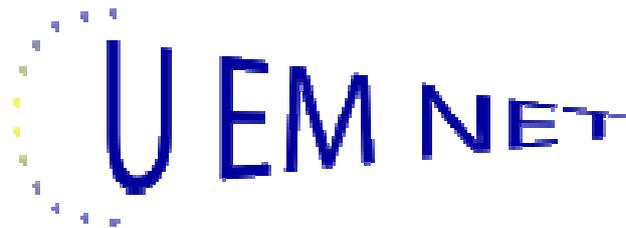




Executive Agency, Education, Audiovisual and Culture



**EU.EM.NET: European systematic approach for employers' engagement to anticipate skills requirements and support quality assurance (QA) in VET**

Progress Report

Public Part

## Project information

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## Executive Summary

The project is aiming at designing a European systematic approach for employers' engagement to anticipate skills requirements and support quality assurance in VET through bringing key actors into one EU.EM.NET - network. The project mirrors the real needs for effective and efficient engagement of employers in the overall process of detecting of new skills needed for the future development in the sector thus for increasing its competitiveness in the difficult crisis time. It shall help for better match not only of available skills with employers' needs but first of all determining the right skills for new jobs in the Tourism & Hospitality sector.

EU.EM.NET is focused on following achievements:

- raising awareness of the necessity of employers' engagement in the process of skills anticipation requirements
- developing a core methodology and quality indicators for engagement of employers with reference to the EQARFVET
- testing and ensuring valorisation of the core methodology within the established network; enlarge the network
- Road Map to respond to the identified skills requirements
- establishing a European network EU.EM.NET and preparing a set of measures for its sustainability

The achievements are aligned with the identified specific needs and problems faced by the sector when dealing with the employers' role and tasks in the process.

Impact has twofold perspective: immediate on involved partners and target groups representatives and long-term perspective. i.e. first on identified target groups (employers' associations & SMEs, trades unions, policy makers, VET providers, employment services, VET schools), all of them involved in the project implementation, and secondly on the systems of skills forecasting at EU-level in T&H industry. The Network is open for regular enlargement, which could also bring other relevant stakeholders from medium and long-term perspective.

More information can be found on the project website [www.futureskills.eu](http://www.futureskills.eu).

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# 1. Project Objectives

In a context of demographic ageing, rapid economic developments, technological change & current crisis, many EU countries have engaged in reforms to improve the monitoring of labour market developments, anticipate future requirements and increase the labour market relevance of their employment, education/training and migration policies. In several countries, new policy ambitions and reforms have been accompanied by a revival of interest in forecasting activities.

The establishment of a European infrastructure for the early identification of skill needs is a central element of the "New Skills for New Jobs" initiative developed by the European Commission. With the emergence of transnational challenges (demographic ageing, mobility of labour within Europe, labour migration between Europe and third countries), there is a greater awareness of the benefits of exchange of experiences, as well as a greater appetite among countries to cooperate. The policy context created by the EU, the work of the CEDEFOP's *Skillsnet* network and the activities of OECD offer great opportunities for mutual learning. The VET sector seeks to teach courses that will meet future demands from employers in terms of the quantity and types of skills required. The question is how the VET sector anticipates what these future demands might be in the context of a rapidly evolving economy. If changes in the quantity and types needed by employers can be anticipated, then we can avoid the development of redundant capacity (excess people and excess capacity in teaching institutions). We can also make it easier for employers to find the skills they need, at the time when they need them, and in the places where they need them. Within the VET sector the sector of tourism and hospitality (**T&H**) is without no doubt European-wide one of the strongest driving forces for the economic development and this applies for older and new as well as future member states (candidate of accession countries) of the European Communities.

Challenges in **T&H** sector have placed new demands on skills. To meet these challenges it is a must to improve the not only the quality but also the cooperation between VET institutions or organisations providing learning opportunities, SME, social partners and other relevant bodies throughout Europe. **In the process of skills forecasting and improving VET quality with reference to EQARFVET the employers have a KEY role to play.**

According to the CEDEFOP, some EU countries (e.g. Sweden, UK) have well-developed and long-established national systems for the forecasting of skill needs and some other EU countries provide (e.g. France, Finland, Ireland) examples of well-developed systems. To support the work of the Commission, the CEDEFOP published in 2008 medium-term forecasts of occupational skill needs for 2015 and 2020 (CEDEFOP 2008a and 2008b). A number of foresight sectoral studies are currently being conducted by the EC (DG EMPL) for sixteen sectors (incl. **T&H**) considered particularly sensitive to restructuring and changing skill needs. A common methodology is used to map economic and employment trends in these sectors, to sketch out **possible employment scenarios in T&H** and to illustrate implications for competences and occupation profiles over a 7-year time horizon.

In spite of the high importance of involving effectively the employers in the whole process, it is necessary to underline that the employers' engagement in the process of definition of "skills" in "skill needs forecasting" is still a weak point that prevents the achievement of better results and to meet the challenges of Lisbon agenda and 2020 Strategy.

Employers want & need to be effective and integral "wheel" in the skills detection mechanism. They clearly underlined that in spite of existence of national engagement schemes in majority of European countries often their engagement is ad hoc, is not efficient and lacks professionalism and sustainable approach. They are asking for systematic and effective tool/mechanism for ensuring their on-going, active engagement in the overall process of anticipating skills requirements in T&H. Moreover, the employers underlined the need for raising awareness on the necessity of employers' effective engagement in the process of detection of skills anticipation requirements and specifically towards improving the quality in VET. In line with the identified employers' needs & EU challenges in this area, the project is focused on development of a European Core Methodology for effective and on-going engagement of employers in Europe in the process of anticipating skills requirements and establishing a European network (**EU.EM.NET: *European systematic approach for employers' engagement to anticipate skills requirements and support quality assurance in VET***) as a model of mutual learning and improved cooperation among the key players of **T&H** sector.

## 2. Project Approach

The project approach is build upon five horizontal and three thematic pillars which are anchored in the project content. These pillars are also part of the developed work plan in separate but inter-related work packages:

Horizontal pillars:

1. Network management: implementing key actions for effective network management through participation of all partners - implementation of the network meetings and events, sound financial management and maintaining the agreed timetable.
2. Dissemination, promotion and awareness-raising: aiming at providing information in a planned way to relevant stakeholders and audiences and raising awareness on the necessity of employers' engagement in the process of detection of skills anticipation requirements and improving the quality in VET with reference to EQARFVET.
3. Exploitation: main focus will be put on Multiplication, i.e. project partners adopting or applying project results (focus on the core methodology and indicators) and Mainstreaming, i.e. using project results for policy development in the area of improving VET in T&H sector. The exploitation will run in parallel with the activities for dissemination, promotion and awareness raising and ensure the use of the products in the meaning of valorisation. It contains concrete activities towards the target group so that the outputs are used by the target group in a direct and practical way and, at the same time, to provide for an "open door" for further improvements and multiplications at European level and network enlargement and strengthening.
4. Quality assurance, monitoring and evaluation: The quality of the results, on-going monitoring, ex-ante evaluation and whole networking process has crucial relevance for the final success and acceptance of the outputs and the whole network. Therefore the quality assurance will run across all thematic network phases.
5. Sustainability and impact: development of an enlargement and sustainability strategy for the network and countries Road Map to respond to the identified skills requirements in the sector.

Thematic pillars:

1. Analysis of the state of play - national contexts in Europe: ensuring complex investigation on the state of play towards the employers' engagement, identify the good practices as a reference point for the core methodology elaboration and together with the target group to elaborate on commonly agreed recommendations and principles for employers' active engagement in the process of detection of skills anticipation requirements for new jobs and in the improvement of the VET quality with main reference to EQARFVET.
2. Development of a Core Methodology and Quality Indicators - developing one European methodology and quality indicators for employers' engagement with reference to the European Quality Assurance Reference Framework for VET (EQARFVET). In this respect "scenario planning" as a tool will be used as part of the whole development process.

3. Piloting the Core Methodology, adaptation and policy development - to test the core methodology (scenario planning) in practical environment in each of the involved countries, to summarise the testing outcomes and accordingly with the target group feedback fine-tune the methodology and finalise for its mainstreaming. Following the recommendations of this piloting phase the methodology and its single components will be adapted. In parallel the network will develop a policy document which will contain the experiences of the whole endeavour and political recommendations for strengthening the employers' engagement in the process of anticipating skills requirements in T&H industry in Europe.

In addition the following working principles will be part of implementation:

Teamwork in practical terms: All our experience shows that a team work approach and common team spirit among all partners lead to best results.

Meaningful action: not to rash conclusions before we have really assessed a situation. All conclusions need to be based on a truly thorough analysis of an existing situation and a discussion on why a situation/problem exists.

Solution based on consensus: a solution that works at EU-level and in the involved countries taking into consideration their specifics

Building genuine partnership and social relationships: One of the most important tasks of our Network will be, to create and maintain an atmosphere of mutual trust, understanding and confidentiality on the one hand and openness on the other. This is pre-requisite for fostering close and effective cooperation that leads to success and high quality of results and impact.

### 3. Project Outcomes & Results

The **main result** of the project is the design of **European systematic approach** for employers' engagement to anticipate skills requirements and support quality assurance in VET through bringing key actors into one EU.EM.NET - network.

The global objective mirrors the real needs for effective and efficient engagement of employers in the overall process of detecting of new skills needed for the future development in the sector thus for increasing its competitiveness from global point of view in the difficult crisis time. In this respect the global objective shall help for better match not only of available skills with employers' needs but first of all determining the right skills for new jobs in the T&H sector.

In order to achieve the project overall objective the following **specific outcomes and results were set**:

- **Raised awareness** of the necessity of employers' engagement in the process of detection of skills anticipation requirements and improving the quality in VET
- **Analysis of the state-of-play** in the policies and actions aimed at enhancing the cooperation between the world of education and the world of work in the partners' countries.
- **Core Methodology and Quality Indicators** for engagement of employers in the process of anticipating skills requirements and to pilot in tourism and hospitality sector with reference to the EQARF VET.
- **Testing and valorisation** of the core methodology within the established network and open opportunity for the network enlargement.
- **Countries Road Map to respond to the identified skills requirements** in the sector. The aim is to provide an open network for all interested institutions, employers' associations, VET establishments, policy-makers.
- **Memorandum of Understanding (MoU)** between policy makers and employers' representative organisations (at national level).
- **European network of VET actors** bridging employers and educators and a set of measures for its sustainability (existence beyond the project scope).

So far, as of the midterm of the project implementation, the **consortium reached the following partial results**:

- **Raised awareness** of the necessity of employers' engagement in the process of detection of skills anticipation requirements and improving the quality in

**VET. There are several channels and strategies incorporated in the network's activities to achieve this result:**

- Key stakeholders and target groups are directly involved in the project and through their participation become more aware of the skills anticipation and quality VET in their respective countries and in Europe in general.
  - Comprehensive Network Dissemination Strategy has been elaborated, including a Communication Action Plan available to all the project partners that informs and guides the awareness raising activities of the partners in the extensive partnership.
  - Direct consultations and interviews with the stakeholders have been carried out in the framework of the analysis procedures that also informed the relevant stakeholders about the project and involved them in the project activities.
  - Series of workshops are planned in the different phases of the project will engage and inform the relevant stakeholders invited.
  - Project meetings of the Network are also used as channel for awareness-raising by inviting local stakeholders and providing opportunities to network with the project partners, which also includes giving interviews and coverage by the local media. d)
  - Dedicated project website [www.futureskills.eu](http://www.futureskills.eu) encompassing all the information about the project and project deliverables widely available. Website is maintained in 8 languages.
- **Analysis of the state-of-play** in the policies and actions aimed at enhancing the cooperation between the world of education and the world of work in the partners' countries. The analytical part of the project implementation has been carried out completely by partners in individual countries and provided insight into the current situation of 9 countries participating in the project. The design and processing of the data gathering was executed by the partnering experienced research institution that provided support to the individual partner organisations. **The result is embodied in 9 Country reports available in English and national language of the particular country, Synthesis report, Good practices handbook and Recommendations set, available in English and 7 languages of the partners.** This phase of the project took considerable time, but on the other hand provided space for better understanding of the subject matter and will enable partners to work more effectively. All the information acquired and processed, serves as a basis and informs the next steps in the project's further development.
    - **9 Country Reports** – were the first outcomes of the processing of data gathered through investigation in 9 countries on basis of template prepared by the Public Research Centre Henri Tudor (LUX). The research topics were divided in 6 blocks: Characterisation of the T&H sector in particular country; Inform/Promote/Attract aimed at marketing and visibility towards (potential) employees in the sector; Develop and Train Workforce; Retain Workforce in T&H; Skills anticipation (forecasting) in the T&H sector; Existing best practices. Country reports

- present the processed results and served as the basis for the next outcomes of the analytical part.
- **Synthesis Report** - The Synthesis report is one of the result documents of the Analysis of the state of play in the T&H sector for the countries involved in the EU.EM.NET project. It provides a global overview, resuming the analysis conducted in the project and puts forward the main common points and differences between the 9 investigated countries. The Synthesis report is available on the project website in English and also partners' languages.
  - **Good Practices Handbook** – result of the analytical part that aimed at analysis of the best practices. Regarding the identification of existing best practices in skills anticipation in the 9 partner countries involved in the EU.EM.NET project, 3 main categories were identified: 1) countries where there are no real formal or informal practices in the country; 2) countries, where some practices are identified, but more informally than formally; 3) countries where practices are formally well identified and follow some predefined methodology. This serves as an overview for best practice sharing and also identification of similarities/differences among the possible approaches in given contexts. The Good Practices Handbook is available on the project website in English and also partners' languages.
  - **Recommendations Set** – this outcome builds on the above mentioned results, from which the recommendations were drawn, that were used for the next step of the project, i.e. designing the core methodology for skills anticipation in the T&H sector. The Recommendations Set is available on the project website in English and also partners' languages.
- **Core Methodology and Quality Indicators** for engagement of employers in the process of anticipating skills requirements and to pilot in tourism and hospitality sector with reference to the EQARF VET. The **draft outline of the Core Methodology was developed and presented to the partnership** at the third and most recent network meeting. In order to serve different country contexts and especially to work on the resolvment of country specific problems and to improve the situation a methodology was proposed that builds on a method for social problem solving, the so called “future workshop”. This method will be the heart of the methodology. Around this “future workshop” the aim is to develop a tool box that allows implementation in different countries according to different needs. A mini-testing was run on the third partnership meeting and partners provided their feedback to the work package leader that processed it in a short report and included into work on the methodology. The Core methodology is at this stage being finalised for the testing phase.
  - **Testing and valorisation** of the core methodology within the established network and open opportunity for the network enlargement. The Core Methodology is subject to testing in practical environment in each of the involved countries. **Testing guidelines have been drafted and at this stage**

**the testing phase is about to be launched.** The testing outcomes will be summarized and fine-tuned accordingly with the target group feedback, and then finalised. The testing will include the following key activities: a) Organisation of sessions with targets and introduction of Core Methodology content, process & procedures – methodological guidelines. b) Provide technical support to the piloting target group involved in the testing process of the Core Methodology. c) Monitoring and coordination of target groups involved in the piloting – in each country. D) Selection of best piloting practices & any countries specifics. E) Preparation of synthesis report on the piloting based on guidelines. Outputs will encompass 9 Country Testing Reports, Synthesis Report on Piloting including feedback and analysis of the testing outcomes and the impact of cultural differences, tradition and practices on the methodology, and Guidelines on Core Methodology Application. The testing and active monitoring & evaluation techniques, as well as empowering & motivation techniques will be used as main methods for the implementation of activities.

The set of outcomes is aligned with the identified specific needs and problems faced by the sector when dealing with the employers' role and tasks in the process of detection of skills anticipation requirements and improving the VET quality (EQARF VET) in the sector.

The EU.EM.NET project incorporates in its own operation the need for the effective and efficient engagement of employers in the overall process of detection of the new skills required to support the competitiveness and future development of the tourism and hospitality sector. The impact envisaged has a twofold perspective: first, on identified target groups (employers' associations & SMEs, trades unions, policy makers, VET providers, employment services, VET schools), all of whom are represented and involved in the project implementation: secondly, on the systems of skills forecasting at EU-level in the tourism and hospitality industry. The Network is open to new participants over the medium and long-term perspective to extend its perspectives through other relevant stakeholders.

## 4. Partnerships

The network consortium of EU.EM.NET has been established on the basis of mutual needs of the target group in T&H sector, as well as on the grounds of previous professional contacts, work and meetings held prior to the elaboration of the project proposal. It is based on the previous cooperation on project basis, professionalism, quality, specific experience, flexibility and mutual support & trust.

The partnership has a multiplayer character - both in geographical diversity and in terms of competences and profiles. To achieve the project main aim and specific objectives, the consortium includes a wide diversity of experienced partners all of them playing complementary roles. There are various organisations, which belong to the private, public, education & development sectors and, by their scope of activities & missions, they complement each other & create a solid basis for successful running of all planned activities. All partners are concerned with the T&H sector: employers' association/s, SMEs, VET providers – VET schools, development organisations, educational establishments, and cover the identified target group. Thus, the consortium reflects all the necessary stakeholders in the T&H industry in Europe & due to the fact that large part of the work programme deals with methodology development, its testing and verification, there is a special need to involve in the network the representatives of the employers' organisations and enterprises operational in the T&H sector.

Moreover, all of the involved partners have wide contact, channels and networks – regional, national and international - which are utilised for enhancing the EU.EM.NET already during the project implementation to sustain the project results and mainstream them – use for further policy development.

In this respect the consortium consists of the following institutional categories operational in the **T&H** sector:

- a) **Employers' associations:** which are main employers representatives nationally and at European level who are directly involved in the whole implementation process to ensure high level quality of results. Through the employers' association the **Enterprises (SME) are directly involved in the whole implementation process and results achievement** – they will on one hand contribute to the development of the Core Methodology and in its piloting and verifying with their experiences in detection and anticipating skills requirements in T&H sector.
- b) **VET schools:** they are VET providers which offer curricula and training programmes in T&H and producing future labour force for the sector. They are one of the main stakeholders and will be contributing with their training programmes, skills, knowledge, competences and learning outcome definitions. They have to be in closer contact and regularly interact with the employers to match the skills needs and accordingly react to the employers' needs. With their experiences in delivering and piloting corporate training programmes in T&H and complementing formal VET they are one of key players to be part of the whole process and ensure effective cooperation with the employers.
- c) **VET development organisations** (e.g. type of development agencies) - These organisations offer short term and updating non-formal VET training

programmes aiming at acquisition of skills, knowledge and competencies by those who are employed in the sector. They will support the development with their competences in the process of anticipating skills requirements – merging employers' needs for skills, knowledge and competencies with training design and VET offers. Moreover, these development organisations are closely linked to the stakeholders especially they well know the real needs at local-regional level and are able better to understand the realities and link these realities to the EU-contexts.

- d) VET research establishments** – these types of institutions has wide expertise in international cooperation in the education area – formal and non-formal. They have proven record in conducting research & analysis, providing the path for methodologies design, sector reviews and they have numerous implemented projects all over Europe, as well as solid developed contacts and networks with the educational bodies, decision-making authorities in Europe and proven expertise in bringing together different stakeholders to work together on common objectives especially regarding VET issues and meeting future challenges in Europe.

Thus, the consortium captures the individual potentials of every partner into one common “knowledge source” and creates a unique “laboratory” for development, piloting, elaborating and exploiting the new Core Methodology aimed at achieving the LdV Networks priorities – ensure cooperation between the VET and world of work incl. exchange of information and experience and support the dissemination and implementation of common approaches, methods and tools linked to the New Skills for New Jobs initiative; cooperation between VET actors, enterprise, social partners, economic sectors and training organisations on a sector basis to improve the anticipated benefit of VET.

The whole partnership is organised & managed on a basis of a common Intercultural Network Platform that sets up all principles, system of work & collaboration between partners and other cooperating bodies, methods & procedures applicable to the partnership. It provides clear and transparent relations where every partner knows his/her role and tasks in order to ensure smooth implementation of all planned actions and build up trust among all involved parties.

The partnership has undergone a partner withdrawal in the first year-and-a-half period and will experience a new partner introduction in the second one, but all the process has been handled in a very open and professional way. This proves the partnership's dedication towards the aims of the project, professionalism and flexibility. The whole partnership is confident about the future successful collaboration and feels good about working together towards the commonly defined objectives.

## 5. Plans for the Future

We have seen through successive partner meetings and through the ongoing evaluation activities that the Network partnership has built understanding and developed good working relationships. There has been honest recognition of issues arising, which through good dialogue, partners have shown willingness to individually and collaboratively address.

The three partnership meetings so far have provided a focus for collaboration and for project clarification and progress. The feedback on all of the meetings has been very positive with the suggestion to adapt the format (from lecture to workshop style) successfully adopted for parts of the last meeting. This indicates an important capacity to learn and develop.

Whilst the size and the diversity of the partnership has presented challenges, the partners have established good working relationships. The understanding of the project objectives and associated tasks has significantly increased over the first 18 months with partners engaged with the content detail and delivery involved in the work packages.

Drawing on available data, evaluation reports and partner feedback to date, the following key findings and recommendations are clearly emergent and offer useful guidance to the second half of the project:

- Partners have flagged **communication** up as a key issue. This was discussed at the meeting in Croatia with there being a renewed motivation to improve this. Recommendations have been made including increased individual responsibility.
- **Dissemination** activities are underway with the development of the project dissemination strategy followed by the creation of the project website, a project logo, newsletters and press releases, links and information on partner's websites and project promotion at events. The partners want to increase levels of dissemination thereby raising awareness, particularly as there are now results to publicise.
- The **research phase** of the project was particularly strong and in depth. It produced a large amount of information and data from each country, which was then analysed and synthesised. This has resulted in useful modelling or a typology of different levels of development of skills forecasting and employer engagement<sup>1</sup>. This is seen to be useful both internally to project partners but also to wider stakeholders. There are plans to make this publicly available as soon as possible.
- The **Core Methodology** was usefully explored, discussed and work-shopped in Croatia. This has resulted in partners developing a good understanding of what is involved and being able to better plan for testing at their own national workshop.

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<sup>1</sup>See EUEMNET Synthesis Report for full details

- Partners have commented on **the increased clarity** of objectives and methods and that this will make it easier to communicate with and enthuse stakeholders.
- The partnership is as an entity is solidifying whilst also **learning and adapting**.
- There has been **some slippage** in relation to the original projected project timetable, which meant that WP2 was completed later than planned and this has impacted on the subsequent completion of WP3. This is in part due to changes in the partnership and also to the slowness of partner responses at times. However there has been a clear decision to focus on the high quality and usefulness of the work being produced and allow sufficient time for this as opposed to meet deadlines at whatever costs. Some partners are of the view that the time actually taken was therefore necessary and that the original projections were rather conservative.
- In looking at **progress** against the project objectives it is clear that the project still has a lot to achieve. However it should be noted that much of the work over the first stages involved setting up systems and resources that then underpin later phases.
- There is some **tension between the abstract and the tangible**. That is that whilst part of the work entails thinking about the issues theoretically (for example the future scenario planning approach taken in the Core Methodology), some partners think that in order to engage with employers they will need tangible and usable tools.

In conclusion the partnership is growing, developing and consolidating. It is now well established and therefore ready to take up the tasks and challenges planned for the next phases of the project. In order to successfully achieve its ambitions it is recommended that it collectively takes on board the points highlighted above and utilises the suggestions made by partners at the last partnership meeting.

## 6. Contribution to EU policies

The establishment of a European infrastructure for the early identification of skill needs is a central element of the “New Skills for New Jobs” initiative developed by the European Commission. With the emergence of transnational challenges (demographic ageing, mobility of labour within Europe, labour migration between Europe and third countries), there is a greater awareness of the benefits of exchange of experiences, as well as a greater appetite among countries to cooperate. The policy context created by the EU, the work of the CEDEFOP's *Skillsnet* network and the activities of OECD offer great opportunities for mutual learning. The VET sector seeks to teach courses that will meet future demands from employers in terms of the quantity and types of skills required. The question is how the VET sector anticipates what these future demands might be in the context of a rapidly evolving economy. If changes in the quantity and types needed by employers can be anticipated, then we can avoid the development of redundant capacity (excess people and excess capacity in teaching institutions). We can also make it easier for employers to find the skills they need, at the time when they need them, and in the places where they need them. Within the VET sector the sector of tourism and hospitality (**T&H**) is without doubt European-wide one of the strongest driving forces for the economic development and this applies for older and new as well as future member states (candidate of accession countries) of the European Communities.

These problems and challenges are of common interest of all involved partners/countries. These issues were raised not only by one European country and they were underlined by not only the sector of T&H and one employers' association.

To meet the future demands asked by employers in terms of the quantity, quality and types of skills required in the sector of T&H and improve the quality of the VET offers for preparing qualified labour force is of common EU interest. These issues are integral part of the EU main strategic documents including 2020 Strategy. Although the last two EU enlargements (2004 & 2007) gave access to new skills and knowledge the issues of active and on-going engagement of the employers' representatives in the overall process of skills forecasting is led behind the real needs in Europe. To develop a really effective & practical tool for their regular engagement in the skills forecasting process – a methodology – it is necessary to properly identify the opportunities and ways to do this while taking into consideration the cultural specifics throughout Europe. At the same time, it is necessary to find out and use as solid ground for the core methodology development the already verified good practices and consider their possible adaptation to different circumstances. Thus to meet the objectives set up in harmony with the detected needs and problems it is necessary to look for appropriate solution/s at European level. The partners are asking for regular forum of exchange of experience and achievements and the thematic network is the most appropriate form to do so. At the same time, the project results can be utilised as inspiration for other sectors (e.g. services, industrial sectors, etc.) and put in practice in other European countries with possible adjustments while having in mind cultural specifics. As the main products will be available not only in the national languages of the involved countries but also in

English as a target language, they can be used by other stakeholders and decision-makers throughout Europe. In this respect, the partnership plans specifically oriented actions aiming at enlargement of the network and establishing widely contacts and co-operations with potential end-users of project results. Specifically, the partners have agreed to also provide, if necessary, advice and counselling to those who will show interest in using project products and approaches and who wishes to join the network and benefit from it.

