

# Age In Tandem Evaluation Report

December 2014

## Contents

Introduction.....	1
Essentials.....	1
Project general aims.....	1
Work Breakdown Structure .....	2
Evaluation of the project.....	4
1. Outputs .....	4
2. Activities.....	6
2.1 Partners operative meetings .....	6
2.2 Transfer Sessions .....	8
2.3 Transnational Meeting and Final Conference .....	10
3. Processes .....	11
Conclusions.....	13

## Introduction

### Essentials

Age In Tandem is a Transfer Of Innovation project funded by Leonardo Da Vinci 2007-2013 programme. It has begun on the 1<sup>st</sup> of October 2012 and will end on the 31<sup>st</sup> of December 2014 for a total length of 27 months. The originally planned duration was 24 months but the Programme Managing Authority approved the request of a 2 months extension of the project's duration.

The partnership is made by a total of 6 members representing 5 Countries: France, Italy, Slovenia, Germany and Czech Republic. The consortium is the following:

- P0 – Tandem Plus Network** (FR – non-profit association)
- P1 – FORCOOP CORA VENEZIA SC** (IT – Centre for vocational guidance and counseling)
- P2 – Kairos S.p.A**(IT – Company-services)
- P3 – PRIZMA Foundation for Improvement of Employment Possibilities** (SI – Foundation)
- P4 – Forschungs und Innovationsverbund der EvangelischenHochschule.V.** (DE – Private research centre)
- P5 – TEMPO TRAINIG & CONSULTING a.s.** (CZ – Adult Education Provider)

The Lead partner is an international network of associations dealing with social inclusion of disadvantaged people. Six of the associates participated to the implementation of transfer activities, specifically: Folias (IT), Ovadia (IT), Anjaf (PT), FcLille (FR), Municipality of Zagabria (HR), ENAIP ItalienischesBildungswerke.V. (DE).

The total budget of the project is of €372.932,45 out of which 75% is funded by the LLP grant.

### Project general aims

The project responds to the need of a higher participation of older workers in employment in order to contribute to smart, sustainable and inclusive growth and to the achievement of the Europe 2020 headline target of aiming to raise the employment rate for women and men to 75%.

The proposed Transfer Of Innovation is that of a good practice realized in a previous Article 6 – Innovative Action project (Talentaged Project). Each partner has contributed to adapt this good practice, Talentaged methodology, to its specific contest focusing on local final beneficiaries, as to say mature workers hit by the crisis. The adaptation and subsequent transfer has been carried out through the implementation of different kinds of activities:

a) situation analysis focused on the local existing professional training & guidance systems for mature workers (through interviews, desk analysis and focus groups) and on the local situation concerning the employability of mature workers;

- b) adaptation of the original Talented methodology following the results of the situation analysis and with the contribution of local expert teams, duly trained;
- c) transfer of the adapted methodology to local contexts through local experimentation paths (managed by the local expert teams), having groups of mature workers as beneficiaries;
- d) formalization of an international network of expert in the field of training and guidance for mature workforce, through the realization and activation of an on-line platform.

Specific objectives are: to raise the awareness of employers (public and private) towards the competence and skills of mature workers; to improve the employability of mature workers (both in terms of retention or self employment) in the territories involved; to strengthen the competences of professional trainers and guidance experts with reference to the mature workforce, by giving them an innovative tools: the Talented methodology, adapted and tested in their local context.

## Work Breakdown Structure

Project actions are planned on a two level structure made by Work Packages and Activities. There are 27 activities grouped in 5 Work Packages. WP1 and WP5 are horizontal and ongoing: *Project Management and coordination of the project* and *Network coordination and dissemination*. The remaining 3 WPs are technically and functionally separated. WP2 is a component made by preparatory researches and analysis. WP3 is aimed at updating the existing model by cooperating with local experts and training them to the use of the model. WP4 is made of activities concerning the transfer of the adapted model between local operators and companies.

The WBS of the project is the following:

### **WP 1 - Management and coordination of the project**

*Responsible: TANDEM PLUS NETWORK*

- 1.1 Management of relations with the National Agency
- 1.2 Coordination of management and monitoring of planned activities
- 1.3 Coordination and management of internal and external communication systems
- 1.4 Administrative coordination and management and support of the network to members of the partnership
- 1.5 Organization of meetings, workshops and national and transnational seminars
- 1.6 Periodic follow-up
- 1.7 Deployment and implementation of a system of quality management in relation to resources, processes, beneficiaries, results and products
- 1.8 Definition, implementation and management of a monitoring and evaluation system
- 1.9 Preparation and delivery of middle and final report to the NA

### **WP 2 - Needs analysis and target group analysis**

*Responsible: FIVE e.V.*

- 2.1 Administration and elaboration of a needs analysis survey for operators

2.2 | Realization of 1 Focus Group

---

**WP 3 - Transfer between international experts and local operators**

*Responsible: FORCOOP CORA VENEZIA SC*

---

- 3.1 Revision of the original TALENTAGED model
- 3.2 Improvement of the TALENTAGED model
- 3.3 Adaptation of the original TALENTAGED model for its use through e-learning
- 3.4 Adaptation of the TALENTAGED model to European priorities

---

**WP 4 - Transfer between local operators and companies**

*Responsible: All partners*

---

- 4.1 Local transfer of the TALENTAGED Model
- 4.2 Monitoring and analysis of feedback from applications of the TA model
- 4.3 Creation of a local report of evaluation of the transfer of the TA model
- 4.4 Creation of a final summative report of evaluation of the transfer

---

**WP 5 - Network coordination and dissemination**

*Responsible: TANDEM PLUS NETWORK*

---

- 5.1 Creation of the project's graphic design
- 5.2 Creation of an interactive online multi-languages platform
- 5.3 Implementation of 2 Transnational dissemination events
- 5.4 Development of an external communication plan

## Evaluation of the project

The whole partnership has been involved in monitoring activities on an on-going basis in order to provide a detailed and structured evaluation on how the project has been carried out. The analysis has been mainly conducted through direct observation of products and ad hoc surveys involving project partners as well as target groups and participants in the transfer sessions.

The evaluation has been conducted on three facets of the project: outputs, activities and processes.

As for the outputs, they have been analysed focusing on points of strength and criticalities. Main outputs concerned are: i. operators' profile; ii. preliminary studies; iii. adapted model; iv. project website and platform.

Activities were evaluated by asking participants to submit specific monitoring questionnaires that allowed both a quantitative and qualitative evaluation. Evaluated activities are: i. partner meetings; ii. transfer sessions; iii. transfer between local operators and companies; iv. transnational meeting and final conference.

Finally, a qualitative evaluation has been given on the project's processes and overall implementation.

### 1. Outputs

#### Name of output

Report on Country Analyses with regards to specific local contexts

#### Description

Document containing result of studies conducted by partners

#### Strengths

- The document is the result of the collaboration between experts of the sector who shared their empirical know-how;
- the structure of the document points out all of the elements that are strategic for the transfer;
- the document's model is transferable into other contexts;
- the contents capitalises all partner's contribution;
- it gives an overall perspective.

#### Weaknesses

- Differences between different contexts aren't always pointed out;
- there is no quantitative data regarding local contexts;
- the sources of information aren't clear;
- the contribution of the product to the project isn't pointed out.

#### Overall evaluation

The document gives a clear overall view of the data that has been collected from partners on how services dedicated to people over 45 are distributed in their local contexts. The information has been inserted in a well structured scheme that individuates 9 main themes, making it easy to understand the most important features for each partner country. The lack of quantitative data

makes it difficult to have an in-depth view of the contexts taken into consideration and to make an objective confrontation between different contexts. The document could also provide guidelines on how to interpret the collected data.

---

**Name of output**

Operators' profile

---

**Description**

Profile containing requirements of operators involved in transfer sessions

---

**Strengths**

- Requirements were clearly stated and shared with all partners;
- the profile matched the one of operators that usually work with Talentaged model.

---

**Weaknesses**

- Requirements weren't very specific concerning experience of operators with the use of models similar to Talentaged;
- often the minimum age limit (35 yrs of age) hasn't been taken into account during transfer.

---

**Overall evaluation**

Giving specific requirements to operators participating to transfer sessions makes the results more homogeneous in terms of assessment capacities of the participants. Operators however were in many cases under 35: this might reflect the inappropriateness of the age limit in relation to some of the contexts where the transfer has been carried out.

---

**Name of output**

Competence-oriented tool for training and consulting for mature workers

---

**Description**

Talentaged Model adapted and translated, including the Guide for trainers

---

**Strengths**

- Appealing graphics;
- clarity of contents;
- complete, ready-to-use tool;
- useful and practical;
- contents are well structured;
- it gives a complete view on the project and its products.

---

**Weaknesses**

- The document is very long;
- it is hard to single out a single topic of interest from the body of the document.

---

**Overall evaluation**

The tool is a very well built collection of all the project's results. It is clearly structured and the graphics are appealing and functional to the clarity of the contents. Furthermore, it gives all the necessary instruments to put into practice the adapted version of Talentaged model. There had been some problems during the creation phase, mainly due to linguistic issues and delays in the delivery of parts of the text, but they have been dealt with thanks to the cooperation of all partners.

### **Name of output**

Project website <http://www.ageintandem.eu/>

### **Description**

Website containing information about the project, its partnership and its activities.

### **Strengths**

- The graphic layout is consistent with the corporate image;
- user-friendly;
- it contains all the essential information regarding the project.

### **Weaknesses**

- It does not include the online platform envisaged in the AF;
- the Croatian version is missing;
- there are some small typographical errors.

### **Overall evaluation**

The project's website has an appealing layout that helps the user to get to all the information relevant for the understanding of the project. It is multilingual, which that makes contents available to all countries participating in the project, although the Croatian version is missing at the moment. The main criticality is the absence of the collaborative on-line platform that was supposed to be created according to the action plan. Partners have considered all the potential benefits of the envisaged platform and have decided not to implement it since the operators involved haven't demonstrated interest in using it.

## **2. Activities**

### **2.1 Partners operative meetings**

#### **Name of activity**

Kick-off meeting

#### **Description**

Partners' meeting held in Noventa di Piave (IT) on the 6<sup>th</sup> and 7<sup>th</sup> of December 2012

#### **Strengths**

- Deadlines and administrative duties were clearly stated;
- most information has been fully transferred;
- the atmosphere was pleasant and welcoming;
- the location was appropriate;
- the host partner has immediately started significant team building activities;
- the partnership self-acknowledged its competence and motivation towards the project;
- the host partner created enthusiasm and

#### **Weaknesses**

- There was some confusion on the first day due to the lack of preliminary information and documentation;
- the agenda hadn't been discussed with partners;
- the Italian speaking majority made it difficult for others to understand part of the discussion.

positive expectations.

### **Overall evaluation**

The kick-off meeting has reached its overall objective by giving partners all basic necessary information. Furthermore, the organization of the meeting focused on favouring a positive and collaborative environment. This has created an important basis for the development of all following activities within the project. The two main concerns expressed by the partners were linguistic issues and the lack of preliminary documentation.

### **Name of activity**

Operative Meeting 1

### **Description**

Partners' meeting held in Maribor (SI) on the 19<sup>th</sup> and 20<sup>th</sup> of November 2013

#### **Strengths**

- The meeting was very well organized and conducted;
- the meeting's objectives were met;
- partners were committed and involved;
- there was great possibility of discussing, sharing and planning;
- timings were well-scheduled;
- collaborative and practical approach with examples of Talented activities;
- collaborative, positive and friendly atmosphere.

#### **Weaknesses**

- Not enough time to tackle all the issues that needed to be clarified;
- there were no definitive decisions concerning the exploitation strategy although some steps were taken;
- not all partners actively participated to the meeting and to the activities.

### **Overall evaluation**

The organization of the meeting was accurate and all partners were satisfied on how it has been conducted. The contents of the meeting included a few issues that needed to be clarified, especially concerning dissemination activities: these were partly solved although there wasn't enough time to deal with them exhaustively. The most appreciated and participated activities were the experimentations of parts of the Talented methodology, that helped partners in increasing their confidence with these tools and share experience and knowledge.

### **Name of activity**

Operative meeting 2

### **Description**

Partners' meeting held in Ostrava (CZ) on the 6<sup>th</sup> and 7<sup>th</sup> of May 2014

#### **Strengths**

- Welcoming hosts and good organization of meeting agenda as well as of team building activities;

#### **Weaknesses**

- Delays in the delivery of materials by some of the partners;
- scarce participation of some partners.

- all of the meeting's goals have been achieved;
- partners were generally well-prepared for the meeting;
- contents were useful for partners;
- there were opportunities to ask questions and to clarify unsolved matters;
- experimentation phase of part of the model gave the opportunity of improving socialization

---

### **Overall evaluation**

During this meeting, important matters emerged and were clarified. The environment favoured socialization and productiveness, thanks to the effort of the hosting Czech partner in the organization of both the meeting and other extra activities such as visits to the city and social dinners. The testing of part of the model also had its role in creating a good climate among partners, and has given an insight on the effects of the use of the model in team-building and cooperative thinking. Linguistic issues were also present and stopped some of the partners from intervening during discussion. Some also lamented a delay in the delivery of important results that could have been useful to make the meeting even more useful.

## **2.2 Transfer Sessions**

---

### **Name of activity**

Dissemination/training meeting

---

### **Description**

Meeting held in Freiburg (DE) on the 4<sup>th</sup> and 5<sup>th</sup> of April 2013

---

### **Strengths**

- The meeting allowed to share experiences and tools among participants;
- good spirit of cooperation and active participation of all partners;
- possibility of clarifying doubts and needs on the model, the transfer modalities and the project in general;
- location, hospitality and organisation of meeting;
- trainer's competences;
- openness towards discussion;
- practical approach on the model made the meeting engaging and challenging for all participants.

---

### **Weaknesses**

- The schedule wasn't always in line with envisaged activities;
- scarce involvement of some partners in the planning of the calendar of activities;
- linguistic issues made it difficult to understand each other;
- Talented model could have been presented in a more structured way.

---

### **Overall evaluation**

The meeting was well organised and saw the active participation of all present partners. Many unresolved doubts were individualised and clarified, giving a positive incentive and motivation to the implementation of the transfer to local operators. The quality of the training was high both in terms of contents and of modalities: large space has been given to discussion and sharing of good practices, tools and experiences. Participants were involved thanks to the implementation of practical activities and this helped in creating a positive and cooperative team spirit. Having more time at disposal would have been useful for having a more complete understanding of the model.

---

### **Name of activity**

Local trainings by TA experts

---

### **Description**

Training and transfer of the model from experts to local operators carried out in the projects' partner countries

---

#### **Strengths**

- Possibility of comparing different approaches;
- increase of competences and study of a new useful instrument;
- trainers had consistent experience and were open to sharing it with the group;
- clearly and effectively structured with an holistic approach;
- trainers easily adapted to groups' needs;
- presentations were clear, concise and effective;
- the transfer teaches how to adapt and use into practice the Talentaged models;
- working with other people helps to share experience on different styles and tools;
- the lessons learnt can be re-transmitted to colleagues;
- topics were both theoretical and practical;
- different points of views were taken into consideration distancing the method from classic stereotypes;
- issues are strongly related to modern society;
- it can be adapted to different contexts;
- the model can be easily integrated, even partially, with methods that are already in use.

#### **Weaknesses**

- The approach could be more practical and interactive;
- there should be more time to study all of the cards;
- trainers standing up instead of sitting would involve the group more;
- there could be more time to work in small groups on practical examples;
- the materials could be better prepared and adapted for the training;
- some of the topics were already well-known from participants;
- the model could be simplified in order to allow a more effective transfer;
- careful to overlaps during sessions: some topics are dealt with more than once;
- more time should be given to the benefits for the trainers that will decide to adopt the model;
- the model would be more easily used if it was shorter;
- before learning about Talentaged, targeted operators should already be familiar with the issues;
- a method to attract and interest people should be developed.

---

### **Overall evaluation**

The transfer was effective and participants were satisfied with the trainers and the quality of the

methodology. The activity gave Talentaged a vast visibility among professionals operating in the project's partner countries. Furthermore, the work carried out side by side with other colleagues was an important opportunity for all participants to share tools and experiences. The subjects that were dealt with during transfer sessions were taken into high consideration by local operators: working with people over 45 is becoming more and more of an issue that needs to be dealt with every day. The flexibility of the instrument has therefore been appreciated along with the adaptable and interactive approach used by the trainers. However, many participants felt like there could have been more time to give a more complete understanding of the model and to work on practical examples.

---

**Name of activity**

Transfer between local operators and companies

---

**Description**

Transfer of the TA model in all partner countries

---

**Strengths**

- Positive feedbacks from those who have tested the method: increase of self awareness on tacit knowledge, socialization;
- establishment of a Network of contacts that will last after the end of the project;
- the project tackles a difficult issue with a pro-active approach.

---

**Weaknesses**

- Not all partners were satisfied with management and organization;
- initial difficulties in communication between partners.

---

**Overall evaluation**

The activity has been carried out differently from each partner and this makes it difficult to give an homogeneous evaluation on single transfers. Actions have been mainly implemented involving public bodies and enterprises, and at a lower extent private associations/NGOs and educational entities. They have involved about 150 people from 40 different organizations and have brought to the implementation of more than 11 complete Talentaged paths. The transfer has had a positive result in line with expectations and has allowed collecting information that can be profitably used in order to bring further development to the model and to disseminate it among important stakeholders.

## 2.3 Transnational Meeting and Final Conference

---

**Description**

Last transnational meeting between partners followed by public final conference, both held in Brussels between the 19<sup>th</sup> and the 20<sup>th</sup> of November 2014

---

**Strengths**

- Good communication, teamwork and exchange of ideas;
- satisfaction on the final publication and

---

**Weaknesses**

- Scarce participation in final conference due to late setting of date;
- linguistic issues.

- clarification of related issues;
- very good collaborative atmosphere;
- clear indications on reporting activities, final tasks and deadlines;
- high interest and involvement of all partnership;
- young and optimistic view on perspectives;
- the final event has been wisely and successfully chaired providing an enduring focus on relevant outcomes of the project;
- location and organization of the meeting;
- final event was well organised with right timing and speakers.

---

### **Overall evaluation**

The transnational meeting was well organized and gave the chance to all partners to express and solve their doubts and observations on the final activities and products. The atmosphere was extremely open and collaborative, showing how relationships between partners had been built throughout the whole project giving very positive results. The final conference was also very well structured and saw the intervention of partners and other external speakers who gave interesting points of view on the theme of integration of elderly workers in the labour market. External participation was not as high as expected, probably due to the short notice given on the meeting's date; nevertheless those who were present had a positive impression on how the day had been organized.

## **3. Processes**

### **Strengths**

- Establishment of a network that will last beyond the Project lifetime;
- tightening of relationships between partners grew along with project implementation;
- opportunity of sharing the use of a tool that can help people looking for a job;
- partners appreciated the value of Talentaged methodology;
- local experimentation with groups of adults was very useful;
- no particular difficulties in management;
- the adaptation phase to local necessities was very efficiently carried out.

### **Weaknesses**

- Deadlines weren't always fulfilled and the project activities generally needed to be postponed;
- there were some initial communication problems both regarding linguistic issues and project contents;
- not all partners were equally committed;
- project management and meeting organization was sometimes inefficient.

---

### **Overall evaluation**

The project was carried out in accordance with the initial goals. The lead partner has been flexible enough to involve partners different from the initially planned ones demonstrating adaptability and

---

a pro-active approach towards unexpected situations. Main problems occurred in the planning regarded the respect of the planned schedule and the initial confusion on project activities and on the role of each partner. The confusion has been gradually sorted out along with the project's progress leaving partners very satisfied with the outputs of the project, notably the adapted methodology manual and website. Apart from few adverse opinions, the partnership was generally satisfied with the management and the organization of meetings and found all the occasions of exchange very useful for the clarification of doubts and uncertainties. A certain difficulty in communication has accompanied the whole project, often caused by scarce competence in English language of some of the partners. The activities of transfer of the model, apart from having an essential role within the project, also will have long term impacts by activating or reinforcing relations with both local operators and international partners.

Concluding, the project gave the opportunity to all partners to learn about a tool that can be used in the orientation of people over 45 once adapted in target contexts. The methodology has been proven to be profitably useable and interpreted for the obtainment of important results both in terms of analysis and self awareness of people who are facilitated in individuating their own points of strength.

## Conclusions

The implementation process of Age In Tandem has been consistent with an important conceptual opening in the view of services dedicated to workers over 45. Rather than seeing age itself as a specific issue, the project has brought up the idea that diversity management approaches are the most efficient in tackling the integration of mature people in a working context. Trans-generational activities are the key to bring out and exploit hidden and transversal competences and to transfer them between people of different ages.

The targets of Talentaged model weren't only unemployed people: the experimentation has in fact been conducted with different types of organizations that are willing to give value the mix of different generations within their work force by preventing marginalization and making people self-aware of their own capacities.

Furthermore, Talentaged could be used with elderly people who wish to plan their retirement getting involved in social, voluntary activities where their competences could be profitably put at disposal of younger generations. Part of the model has been experimented with people not necessarily over 45 that dealt with social marginalization caused by different factors. They claimed to have received important benefits from participating to the experimentation both in terms of increase of their self-awareness and, consequently, self-confidence in their capacities.

This conceptual shift has demonstrated a great capacity of all partners in seeing the potential of Talentaged model and a great interest in adapting it to their local context. They now will have at disposal an instrument that will support their work and the work of others that they have involved.