

## **Specifications – Invitation to tender n° VT/2012/055**

### **Framework contract for the provision of training for the EURES Network**

#### **1. Title of Contract**

Framework contract for the provision of training for the EURES Network – Contract reference n° VC/2012/615

#### **2. Background**

##### **2.1. General Information on EURES**

EURES is a co-operation network between the Commission, the Public Employment Services of the Member States (from now on referred to as PES), and their partners. It has a double nature. In the first place, it is a network of more than 850 EURES Advisers dealing with transnational and cross-border mobility and of other EURES actors (EURES Managers, EURES Assistants, Line Managers and other staff involved in delivery of EURES services). The second dimension of EURES is the EURES Job Mobility Portal (<http://ec.europa.eu/eures/>) providing CV online database and user-friendly means of accessing detailed information needed by employers, jobseekers and job changers willing to recruit/be recruited from abroad.

EURES was launched in 1993 in order to contribute to the smooth functioning of the European labour market by facilitating freedom of movement for the workers within the Union (one of the rights of the EU citizen as set out in the Treaty on the Functioning of the European Union) and by reducing bottlenecks on the European labour market. It is one of the tools to support the European Employment Strategy to create more and better jobs throughout the EU meeting the headline employment rate of 75 % by 2020.

EURES aims to improve labour market transparency by making sure that job vacancies and applications and any related information are transparent for potential applicants and employers through their exchange and dissemination at transnational, interregional and cross-border level. EURES also provides information, advice and guidance services.

EURES co-operation has been fully extended to EEA countries (the EU Member States plus Norway, Iceland and Liechtenstein). Switzerland also co-operates within the EURES framework in accordance with the Agreement of 21 June 1999 between the European Community and Switzerland on the free movement of persons. Moreover Croatia will join the European Union and EURES in June 2013.

EURES co-operation is based on:<sup>1</sup>

- Article 46 of the Treaty on the Functioning of the European Union;
- Council Regulation (EEC) 1612/68, part II;
- Commission Decision 2003/8/EC of 23 December 2002 (Official Journal L 5 of 10 January 2003) implementing Council Regulation (EEC) No. 1612/68 as regards the clearance of vacancies and applications for employment;

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<sup>1</sup> Link to text of EURES Legal Base enclosed as Annex IV

- The EURES Charter adopted in April 2004, which defines the EURES activities to be carried out and establishes the operational objectives and quality standards to be applied; and
- The EURES Guidelines, adopted every three years, describing the overall objectives for the time period concerned.

## **2.2. Reform of EURES<sup>2</sup>**

The role of PES has changed as a result of the recent economic crisis and the need for more tailor-made services. PES should become life-long learning providers, offering a wide range of services (such as skills assessment, training, career guidance, matching jobs and profiles, client counselling), and catering for the needs of those furthest from the labour market.

EURES is also therefore expected to evolve and focus more on the recruitment and placing of workers in employment through the clearance of job vacancies and applications at European level. This personalized service shall cover all phases of placement, ranging from pre-recruitment preparation to post-placement assistance with a view to the applicant's successful integration into the labour market.

EURES is therefore to change its intervention logic well beyond its original role as a vacancy transparency device, informing about the legal right for free movement. It will become a demand-driven and result oriented recruitment tool satisfying economic needs and helping to fulfil the employment objective of the Europe 2020 Strategy.

This EURES shift to demand-led service delivery will also be characterised by several elements such as a revamped EURES Portal and the use of targeted mobility schemes, which, according to market needs, can focus on specific target groups, sectors, occupations and countries. Targeted mobility schemes will contribute to filling bottleneck and niche vacancies (where market failure has been identified) and to helping specific groups of workers (such as young people) and countries which are or will become recipients of mobile workers.

In October 2011 the Commission presented a legislative package of EU regional, employment and social policy for 2014-2020. It is proposed that from 2014 onwards the horizontal EURES activities<sup>3</sup> (EURES training included) would be covered under the EU Programme for Social Change and Innovation (PSCI). The national and cross-border EURES activities implemented by its members and partners should be funded by the European Social Fund (ESF), unless national authorities decide to use their own budgets.

The Commission is currently also working on a revision of the COM decision 2003/8; which will include under the definition of the EURES network a clause for the opening to private employment services in line with the European Court of Justice jurisprudence

Thus EURES shall in future be open to all public and private bodies, actors and institutions designated by a Member State or the Commission operators, committed to the full respect of applicable labour standards and legal requirements, and other EURES quality standards.

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<sup>2</sup> *Link to essential background documents related to reform of EURES are enclosed as Annex IV*

<sup>3</sup> *Activities initiated and partly carried out by the Commission to support all the actors of the EURES network in boosting EURES capacity building while guaranteeing quality of EURES services in line with its recruitment logic, information and communication activities at EU level*

Such bodies and organisations shall in particular include national, regional and local authorities, employment services, social partner organisations and other interested parties.

### **2.3 Current EURES activities**

EURES activities are prepared and coordinated by **EURES managers** who supervise the implementation of the EURES activity plans in their respective Member countries. They also promote integration of the European mobility dimension in general and the EURES cooperation in particular in the member organisation.

**EURES advisers** currently work in the framework of one of the EURES member or partner organisations. In order to qualify, EURES advisers must be able to speak English or French or German in addition to their mother tongue and devote at least 50 per cent of their working time to EURES matters.

A variety of tasks is expected from the EURES advisers, some of which may require a degree of specialisation.

**EURES advisers** are currently:

a) experts on mobility issues, which includes (non-exclusive)

- Following up of job vacancies for which they are responsible,
- Providing solutions to bottlenecks through large scale recruitment projects and other means,
- Developing and updating mobility-related information tools,
- Giving information on skill surpluses and shortages (national/local level),
- Giving information on living and working conditions,
- Giving information on obstacles to mobility and suggesting appropriate solutions to such obstacles

b) agents of integration within the PES, which includes:

- Promoting EURES guidelines at local level,
- Promoting EURES within the PES-organisation,
- Contributing to the definition and carrying out of the development and activity plan,
- Providing assistance to colleagues through information/training activities,
- Disseminating information on good practice,
- Being the main information source on EURES questions for his/her Line Manager,
- Facilitating links between the EURES manager and the local hierarchy,
- Promoting EURES to other staff,
- Promoting EURES to employers, job seekers and other target groups in conjunction with other relevant activities of the PES
- Information and training on mobility issues
- Information and advice on legal aspects of job mobility
- Support and advice for setting up job fairs and events
- Providing appropriate contacts in other countries (connecting people)
- Providing information on European labour market

c) contributors to the transnational network, which requires:

- Providing information on the regional labour market,
- Acting as a gateway and resource person to other EEA and Swiss colleagues in the network,
- Initiating and managing projects with a transnational dimension,
- Establishing a balance between advising both outgoing and incoming job seekers.
- Advising local employers interested in recruitment from abroad and foreign employers interested in recruitment of local jobseekers

The extended network of more than 850 EURES advisers located throughout the EU, EEA and Switzerland may provide the following services to jobseekers, and employers:

**Jobseekers (non-exclusive)**

- Organisation and promotion of job fairs
- Organisation of virtual job fairs and events
- Personal follow up before, during, after jobseeker's move
- Help with integration of family members
- Analysis and selection of job offers/ matching
- Translation of vacancies and applications letters
- Guidance on how to write a CV
- Review of CVs and applications
- Transactions of CVs and applications
- European labour market information
- Information and advice on living and working conditions in other countries
- Support, information and advice to incoming jobseekers and workers
- Financial support for going abroad (trip for interview, mobility schemes etc.)
- Language training
- Offer video / web conferencing for interviews
- Personal legal assistance and advice
- Information sessions for targeted groups on job mobility
- Seasonal jobs
- Traineeships
- Voluntary services
- Support to returning migrants
- Social security advice for cross-border workers
- Information and advice on learning opportunities abroad
- Career (re-orientation) guidance
- Information on equivalence of education and diplomas
- Information to unemployed about benefits
- Development of information materials and brochures
- Contribution to development of targeted national communication campaigns
- Use of social media to effectively reach jobseekers

**Employers (non-exclusive)**

- Establishing and management of good relationship with employers
- Registration and dissemination of job vacancies in Europe

- Pro-active research for job vacancies that are not yet and could be advertised via EURES
- Advice on how to write a job description
- Matching with jobseekers' CVs
- Pre-selection of suitable candidates
- Information on equivalence of educations and diplomas
- Organisation of general and specialised job fairs and recruitment events
- Initiating and managing large scale recruitment projects abroad
- Offer video / web conferencing for interviews
- Information and advice on recruitment in Europe
- Information and advice on legal aspects when recruiting from abroad
- Information and advice on integration of newly recruited employees
- Personalised support before, during, after a recruitment abroad
- European labour market information
- Financial support and incentives for European recruitment
- Encouraging of setting up of traineeships and mobility programmes
- Development of information materials and brochures
- Contribution to development of targeted national communication campaigns
- Use of social media to effectively reach employers

EURES advisers also have frequent contacts with other stakeholders, partners, universities and other education and training institutions, providing for (non-exclusive):

- Information sessions for students on job mobility
- Organisation and promotion of job fairs for graduates and school leavers
- Organisation of virtual job fairs and events
- Help with setting up traineeships and mobility programmes
- Analysis and information on skills (supply/demand) trends in Europe
- Development of information materials and brochures

The work of EURES adviser in general comprises two categories of tasks:

- Front office tasks - handling of inquiries, direct advice and service to jobseekers/employers (including job-matching and placement), other individuals and institutions interested in mobility;
- Back office tasks – involving monitoring, reporting, statistics collection and analysis, logistics tasks, event organisation etc.

EURES members can also appoint the EURES Assistants. Their role is to assist EURES advisers in delivery of complex tasks or to provide themselves EURES services in geographical areas where no EURES Advisers is assigned.

For a better overview of the EURES network, its activities and services please consult the EURES portal: <http://ec.europa.eu/eures/>

As mentioned in section 2.1, the whole EURES network will be reformed, opening up to new actors coming also from private and third sector, and embracing new tasks and functions. The role of EURES Advisers and other EURES actors will therefore be adapted.

This re-designed EURES network will be in urgent need of a quite different training offer than the one delivered so far. Priority will have to be put on development of practical skills needed for profiling, job-matching and placement, especially within bottle-neck employment sectors.

## **2.4. Current EURES Training**

In order to ensure the high quality of services to their customers, EURES Advisers are called on to participate in **initial (obligatory) and advanced (optional) training**. The successful conclusion of the initial training qualifies the participants to act as 'EURES Advisers' and apply for the advanced/specialised training. Training is designed in such a manner as to provide participants with necessary factual mobility-related information (knowledge in particular fields, e.g. social security, knowledge of a particular skill, e.g. project management) and/or soft skills (dealing with different types of clients; delivering presentations). In future more emphasis will be put on the development of practical skills needed for profiling, job-matching and placement, especially within bottle-neck employment sectors.

The EURES Charter also stipulates that it is recommended that all EURES managers and other personnel involved in the delivery of EURES services (Line managers, EURES Assistants, EURES Coordinators) participate on a regular basis in advanced (classroom or virtual) training sessions, on the basis of the training needs identified and the agreed learning path.

Moreover, ad-hoc training activities (specialized workshops) can be organized to address specific needs of the network.

In the period 2009-2012 the following EURES training was organised:

### **A) Initial training**

**The transnational version** consisted of 7 phases:

- 1) Filling out the preparation instruments (Starting Point Questionnaire, Diary and Introductory documentation).
- 2) Attending the virtual module (on the EURES Training Platform LMS) “Before the classroom” (themes: Mobility in Europe, Flexicurity and Social Security in Europe, Labour law and Taxation agreement).
- 3) Attending the standard classroom training (of 5 days)
- 4) Development of EURES-relevant project in teams (between the classroom training and final conference)
- 5) Attending a two-day final conference organised at a different date gathering all participants of all 5 days classroom training sessions

- 6) Taking part at the virtual forum to receive and discuss with class mates and experts detailed assessment of the project work
- 7) Attending 1 virtual classroom course “Follow up and Technical support” (optional)

The aim of this type of initial training was to provide participants with knowledge and skills essential to operate within the EURES network and to increase and promote the service within their own country, developing useful and stable interactions with employers, local public institutions, and social and economic partners in Europe.

The main objective of the Initial Training was therefore, to train new EURES Advisers to become active members of the network, representing a structured “community of practitioners.” By means of the initial training received and according to the expected learning outcomes, the participants were enabled to perform front office tasks (handling of inquiries, direct advice to job seekers/employers and other individuals and institutions interested in mobility, placement and matching between supply and demand) and back office tasks (monitoring, reporting, collecting data, analysing, logistics tasks, events, job fairs organisation, all features EURES activities etc.).

The learning objectives of the training were as follows:

- providing participants with knowledge and skills useful for operating in the EURES network and increasing the quality of service within their own country;
- building up competences using learning methodologies and tools which can foster a positive interaction between formal training sessions and work experiences.

Initial Training aims to build up competences using learning methodologies and tools which foster a positive interaction between formal training sessions, work experiences and a stimulating organisational context such as provided by the EURES network at the European level.

This type of Initial training reached approximately 100-125 people annually. Training was designed for groups of maximum 25 persons.

**The Cross-Border version** consisted of 3 phases:

- 1) Attending the standard classroom training (of 3 days)
- 2) Development of a EURES-relevant project in teams (between the classroom training and final conference)
- 3) Attending a two-day final conference organised at a different date gathering all participants of all 3 day classroom training sessions

The “Cross-border” Initial Training is aimed at:

- Providing the basic knowledge about the role of EURES Advisers working in cross-border partnerships, and linking this role to the EURES Guidelines.
- Teaching methods and tools for project planning (using EURES resources) in a cross-border context.
- Finding the best solutions for using EURES tools, technologies and networks in order to improve, increase and render employment actions and cross-border partnership projects more effective.

Around 30-50 people were trained annually under this scheme. Groups typically consisted of 25 persons.

**B) Advanced training** lasted 3 days each (on average).

The following courses were organised:

- Multicultural Issues
- Project Management
- EU Resources for Job Mobility
- Social Security & Taxation
- Geographical and Job Mobility in Europe
- Key skills for dealing with EURES stakeholders

This training reached approximately 250-300 persons per year.

The objective of Advanced Training was mainly to deepen the knowledge on any of the following topics (list non-exclusive):

- labour law,
- social security rules in different EU/EEA countries,
- taxation systems in different EU/EEA countries,
- techniques for the use of information sources related to labour market mobility;
- project management,
- communication skills etc.

Groups typically consisted of 25 persons.

Training topics requiring a common theoretical knowledge base were amended in 2012 by prior-classroom virtual module (EU Resources for Job Mobility, Geographical and Job Mobility in Europe).

**C) Virtual training**

Virtual training – which is also referred to as e-training in the form of training via the Internet - currently represents:

1. as explained above, a complementary delivery channel for both initial and some advanced training sessions. Virtual modules prior to classroom initial/ advanced training assure that all participants arriving at the classroom training have more or less the same knowledge base to start from. Virtual training modules were provided via internet based EURES e-learning platform.<sup>4</sup>
2. moreover Virtual training (e-training) has the unique potential to cover a large and diverse audience of all EURES actors. Since it does not require participants to travel it is also an excellent alternative to advanced classroom training. That is why Virtual training sessions, representing in fact Advanced training delivered via e-learning methods, were/are organised on a number of focused subjects. In the period 2010-2012 the following courses were organised:

- Multicultural Issues
- Project Management

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<sup>4</sup> For more details please see section 3.4

- EU Resources for Job Mobility
- Social Security & Taxation
- Geographical and Job Mobility in Europe
- Practical tools for EURES Advisers

This type of training reached approximately 150-200 persons per year and its full potential is still far from being attained. Maximum capacity of e-learning session was 100 participants.

Virtual training is currently provided via the internet based EURES e-learning platform.<sup>5</sup> Link to particular training session was accessible for registered trainees for full calendar month and average time needed to follow the training course was 4 hours. Training content was divided into separate modules. As the trainee was going through the e-learning session, the system monitored and saved individual progress within the virtual course. This allowed participants to set their pace, start, interrupt and resume the training course from the last finishing point whenever they have a quiet time.

**D) Ad-hoc training/specialized workshops** organised for other personnel involved in the delivery of EURES services (EURES Managers, Line managers, Training Coordinators, etc)

This training reached approximately 60 persons per year. Groups typically consisted of 20 persons.

## 2.5. Trainee Profiles and Purpose of Training

### 2.5.1. Initial training

A person starting the career of EURES adviser:

- has already some experience and skills in employment, mobility and/or EURES;
- has worked in a Public Employment Service<sup>6</sup>, a trade union, an employers' organisation or a public information service for at least a year;
- his/her work during this period must have consisted primarily of a public information activity on matters concerning employment (job search or recruitment), the rights of migrant persons or company law regarding geographical mobility, according to the organisation from which they come;
- has been used to working regularly on an office computer for at least one year (word processor, spreadsheet, Internet navigator, e-mail) in recent versions and must be used to the related vocabulary;
- has a good oral and written knowledge of one of the 3 following languages: German, English or French. In a cross-border context: besides the national languages spoken in the regions covered by the partnership they belong to, has a good oral and written knowledge of one of the 3 following languages: German, English or French.
- has followed pre-initial EURES training at national/local level

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<sup>5</sup> For more details please see section 3.4

<sup>6</sup> With the reform of EURES network, EURES Advisers might be also coming from Private Employment Services, Universities, NGOs and other partner organisations

The candidates who start their career as EURES advisers need to prepare for their role in line with the requirements of the EURES Decision and Charter and of the EURES Guidelines.

In particular, the training shall allow the advisers to:

- expand their knowledge on transnational mobility and related social security, taxation, European Employment Strategy and European Social Policy issues;
- know how to work in and benefit from the international EURES network;
- gain cultural awareness and develop skills required to deal with persons coming from other cultures and countries;
- improve service provided for both job-seekers and employers with growing emphasis on job matching and placement tasks

Examples of relevant topics that may be included in Initial Training programmes (not exclusive):

- EURES mission, EURES role within PES (mainstreaming of EURES), guidelines and related European issues (institutions, policies, regulations and main programmes; e.g. European Employment Strategy)
- Legal issues (in particular free movement of workers, social security and taxation)
- Problems related to mobility within the EURES area;
- Practical skills and competencies for day-to-day work as a EURES adviser, especially:
  - how to inform/advise/assist potentially mobile workers and employers aiming to recruit;
  - how to identify the different recruitment procedures operating in the EURES network partner organisations;
  - how to handle and follow up job vacancies suitable for transnational recruitment;
  - how to approach and engage employers to cooperate with EURES and how to establish and maintain a positive image of EURES in their eyes
  - how to address specific target groups e.g. secondary school/university graduates in the most effective way;
  - how to cooperate with secondary grammar schools, vocational schools and universities
  - how to use the EURES IT tools;
  - how to act as a EURES resource person within their organisation;
  - how to act in and how to benefit from the EURES network structure (get to know possibilities of cooperation projects, sharing best practices, etc.)
  - how to cooperate with other EU networks and use existing EU resources

### **2.5.2. Advanced/specialized training**

Advisers with longer experience who:

- Have obtained a certificate of EURES adviser
- Work for Public Employment Services<sup>7</sup> or the Social Partners' organization

Depending on a particular need within the network, the objectives may be to gain/deepen knowledge on any of the following topics (list non-exclusive):

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<sup>7</sup> With the reform of EURES network, EURES Advisers might be also coming from Private Employment Services, Universities, NGOs and other partner organisations

- labour law,
- social security rules in different EU/EEA countries,
- taxation systems in different EU/EEA countries,
- target-group oriented promotion of EURES,
- techniques for the use of information sources related to labour market mobility;
- living and working conditions in EU/EEA countries/regions with a strong potential for recruitment of foreign employers,
- project management with international/cross border dimension,
- communication skills
- effective cooperation with employers on all stages of recruitment process etc.

Examples of relevant topics that may be included in advanced/specialised training (non exclusive):

- complex legal issues (in particular free movement of workers, social security and taxation)
- design and implementation of a complex recruitment project
- design of a communication plan/communication strategy (with emphasis on social media)
- cooperation in a cross-border context (advanced solutions)
- advanced transnational project management
- effective cooperation with employers on all stages of recruitment process
- effective assistance to graduates and other special target groups
- cultural diversity issues
- competency profiling in bottleneck sectors, pre-selection of candidates etc.
- cooperation with private employment agencies
- budget construction
- living and working conditions in EURES countries

### **2.5.3. Virtual training**

Advisers with longer experience who:

- Have obtained a certificate of EURES adviser
- Work for Public Employment Services<sup>8</sup> or the Social Partners' organization  
and

other personnel involved in the delivery of EURES services (EURES Assistants, Line Managers, EURES Coordinators, etc.) in a perspective of mainstreaming EURES within PES.

Depending on a particular need within the network, the objectives may be to gain/deepen knowledge on any of the following topics (list non-exclusive):

- labour law,
- social security rules in different EU/EEA countries,
- taxation systems in different EU/EEA countries,
- target-group oriented promotion of EURES,
- techniques for the use of information sources related to labour market mobility;

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<sup>8</sup> With the reform of EURES network, EURES Advisers might be also coming from Private Employment Service, Universities, NGOs and other partner organisations

- living and working conditions in EU/EEA countries/regions with a strong potential for recruitment of foreign employers,
- project management with international/cross border dimension,
- communication skills
- effective cooperation with employers on all stages of recruitment process etc.

Examples of relevant topics that may be included in advanced/specialised training (non exclusive):

- complex legal issues (in particular free movement of workers, social security and taxation)
- design and implementation of a complex recruitment project
- design of a communication plan/communication strategy (with emphasis on social media)
- cooperation in a cross-border context (advanced solutions)
- advanced transnational project management
- effective cooperation with employers on all stages of recruitment process
- effective assistance to graduates and other special target groups
- cultural diversity issues
- competency profiling in bottleneck sectors, pre-selection of candidates etc.
- cooperation with private employment agencies
- budget construction
- living and working conditions in EURES countries

### **3. Purpose of the Contract**

This invitation to tender is intended to provide the Commission with a framework contract, which will allow for running, planning, organizing, evaluating and further designing/developing currently existing training programme for the EURES network<sup>9</sup> by addressing the evolving training needs mainly of the EURES advisers, but also of the EURES Managers, Line Managers and other personnel and actors that are and will be involved in and concerned by the delivery of EURES services.

The training needs of the EURES network are voiced by the Working Party grouping all EURES Managers and representatives of the Commission. The Commission together with the training contractor is expected to adjust and develop training programme in order to meet the actual needs of the network. To achieve this task they are assisted by the Training Working Group, which is an advisory body, composed of EURES Managers, Training Coordinators and experienced EURES Advisers. Training programmes should also reflect the work and conclusions of other EURES Working groups, especially Information and Communication Working group and IT Working group.

The Commission and the training provider are also supported by the network of Training Coordinators appointed in every EURES Member, which ensure smooth communication with EURES Advisers on the national/local level and are an additional source of information on training needs and training quality.

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<sup>9</sup> As described in paragraph 2.4

### **3.1. Target Groups**

Prospective and experienced EURES Advisers and their Line Managers, EURES Managers and other personnel involved in the delivery of EURES services and various types of mobility activities are the main target groups of EURES training.<sup>10</sup> The multicultural and international character of EURES staff needs to be emphasized.

The number of persons trained referred to in chapter 2.4 is of an indicative nature and may not be identical in the future. In particular, the proportion between the initial/advanced training may be different than in the period 2009-2012. The total number of trained persons may also vary. The figures referred to in chapter 2.4 can serve, however, as the basis for planning at the bidding stage.

As stated in part 2.2, EURES shall in future be open to all public and private bodies, actors and institutions designated by a Member State or the Commission operators, committed to the full respect of applicable labour standards and legal requirements, and other EURES quality standards. Such bodies and organisations shall in particular include national, regional and local authorities; employment services; social partner organisations and other interested parties. In this respect, personnel and representatives coming from the above mentioned organisations are likely to become the new target audience of EURES training.

The PSCI also includes a proposal for expanding EURES to support targeted mobility schemes at EU level. Targeted mobility schemes combine a demand and supply driven approach by focusing either on a) countries with recruitment difficulties or b) occupations under particular strain or c) specific groups of workers facing difficulties entering the labour market such as young people. Targeted labour mobility schemes could be designed for certain sectors, occupations, countries or group of countries wherever a clear economic need is identified and Europe-wide recruitment could provide added value, for example in the area of bottleneck vacancies and niche vacancies for which recruitment difficulties have been identified. It is likely that there will be a need for specialised training for personnel involved in provision of targeted mobility schemes.

### **3.2. Place of Implementation**

Group training shall be organised in various - not less than 5 - locations in the various - not less than 5 – EU countries. Chosen locations should assure balanced geographical distribution within the EU. Easy access to training locations is a fundamental condition. Therefore training sessions should be held exclusively in cities with an international airport allowing for easy travel from all EU/EEA countries. All hotels/training facilities shall also be located close to the city centre and be easily reachable from the airport and railway station by public transport.

The contractor must guarantee full accessibility of training premises to disabled persons.

The contractor may also organise the training at its own premises provided they meet the same accessibility criteria mentioned in the previous paragraph.

The training centres and accommodation shall be of a high standard being amenable and socially conducive to a good learning environment during the day and social networking in the evenings. Training rooms shall allow for a wide range of training methods (lectures,

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<sup>10</sup> For more details please see section 2.3 and 2.5

seminars, workshops, exercises, and work in groups). The contractor shall make sure that the hotel/training centre offers a good variety and quality of food.

The accommodation and training centre where sessions are held needs to be (1) within the same complex or (2) within walking distance (no more than 5-minute walk).

The price schedule (see annex III) needs to indicate the locations proposed by the contractor.

### **3.3. Working Languages**

The training languages will be English, French and German<sup>11</sup>, either together or separately. It is important to note that they will often not be the participants' mother tongue. This factor can be quite important when preparing, designing and running the proposed training courses.

When training must be given to different groups, identical training content and teaching methods are to be used, irrespective of the language. On some occasions advanced training might be organised in an EU language other than in English/French or English/German.

The expenses related to interpretation and translation of documents must be incorporated in price schedule.

### **3.4. EURES Learning Management System (LMS) e-learning platform**

The overall operational management of EURES training is performed via EURES LMS e-learning platform. This facility was developed by the previous contractor and is now owned/hosted by the Commission. It also includes a database of the personal learning accounts of all EURES trainees with records on their learning pathway (E-portfolios). Therefore the Contractor has to perform the overall training management via this tool in order to assure business continuity.<sup>12</sup>

Meanwhile the technical maintenance, update and development of the LMS e-learning platform will be assured by the Commission (via a separate IT Contractor), the Contractor shall pro-actively contribute to the quality improvement of this tool by suggesting new features/functionalities beneficial to training administration/delivery.

The Service Agreement between the Contractor and the IT Contractor, clearly defining the distribution of tasks and responsibilities in relation with the LMS e-learning platform, will be established as one of the first implementation steps of this Framework contract.

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<sup>11</sup> In case the number of participants with good level of French and German (other language) is lower than 10, the training may be organised only in English

<sup>12</sup> Contractor will be provided with LMS Users' Guide. Commission will also organise introductory hands –on training on the EURES LMS e-learning platform for Contractor's team

### 3.5. Types of training

The following four types of training representing the main pillars of the current training catalogue (in the form of classroom sessions, seminars, workshops, special working group sessions; conferences and other suitable solutions) are to be delivered.

#### A. Initial Training <sup>13</sup>

- Transnational (for EURES advisers dealing with intra-EEA labour mobility)
- Cross-border (for EURES advisers dealing with cross-border labour mobility)

#### B. Advanced /Specialised training<sup>14</sup>

- Multicultural Issues
- Project Management
- European Resources for Job Mobility
- Social Security & Taxation
- Geographical and Job Mobility in Europe
- Key skills for dealing with EURES stakeholders

#### C. Virtual Training

- Preparatory virtual module for Initial training
- Preparatory virtual module for Advanced training Geographical and Job Mobility in Europe
- Preparatory virtual module for Advanced training EU Resources for Job Mobility
- Multicultural Issues
- Project Management
- EU Resources for Job Mobility
- Social Security & Taxation
- Geographical and Job Mobility in Europe
- Practical tools for EURES Advisers

Virtual training (e-training) is currently delivered via EURES LMS e-learning platform which was developed by the previous contractor and is owned/hosted by the Commission. Given the fact that LMS e-learning platform is not only the way of delivering the virtual training but also the database of personal learning accounts of EURES trainees with records on their learning pathway (E-portfolios), the new contractor is expected to continue to use the LMS e-learning platform.

In this tool provided by the Commission, the contractor has to perform the operational management of all training (including for instance user registration and course management), creation of new e-training material and/or updating existing content where needed, using the available processes and features of the tool. For these tasks the contractor will have access to the backend features of the provided tool. The contractor

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<sup>13</sup> As described under 2.4 and 2.5.1

<sup>14</sup> As described under 2.4 and 2.5.2

can also be involved in the development of new features to be added to the applications of consists this Commission tool.

The Contractor is also expected, in cooperation with Working Group on Communication and Working Group on Information Technologies, to engage in other innovative methods, such as web-based seminars –webinars(presentations, lectures, workshops and seminars that are transmitted over the Web), and use ICT facilities promoted/used by the Commission.

Please note that prices for virtual training sessions must include only the content development, delivery and training management of the Virtual training via the LMS platform (registrations, management of user profiles, etc.). Provision, development and update of the LMS e-learning platform will be assured by the Commission. The proportion of virtual training to total EURES training shall depend on the demand from the EURES network.

#### **D. Ad hoc training**

- Workshop for EURES Managers
- Workshop for Training Coordinators
- Workshop on the EURES information and communications strategy and its implementation
- Workshop for Line Managers
- Workshop on EURES Services to employers

Ad hoc training helps the EURES network to meet its unexpected or occasional training needs; both at European and national level. In most cases, the ad hoc training was/is delivered in the form of workshops for a specific audience (Training Coordinators, Line Managers, EURES Managers etc.)<sup>15</sup>. The Contractor is expected to have the necessary staff resources to be able to develop and deliver innovative ad hoc training.

The training catalogue may not be identical for the whole period of the framework contract. The training offer shall be adjusted depending on the real demand of the network.

The Contractor is expected to pro-actively suggest improvements to the current training agenda and the development of new advanced and virtual training sessions. Training topics that are no longer needed can also be removed from the training catalogue.

The training methods applied should ensure the broadest possible participation and guarantee the active involvement of target groups. Whenever possible the contractor should plan practical exercises and activities directly related to participants' work, to ensure that they can actually apply what they have learnt in their working environment.

Within all four categories of training the Contractor is expected to use atypical and innovative methods (e.g. special study tours, training visits, webinars and others) in order to increase the practical dimension of the training. Contractor shall also apply IT and other tools developed and recommended by the Commission.

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<sup>15</sup> *New target audience will be most likely representatives/employees of Chambers of Commerce, Universities, Private Employment Services and other partners concerned by EURES services*

TYPE OF TRAINING	TRAINEES	TRAINING PURPOSE	METHODS	DURATION
<b>Initial Training</b>	<ul style="list-style-type: none"> <li>Newly appointed EURES Advisers</li> </ul>	To transmit principles, methods and tools for working in the EURES Network	<ul style="list-style-type: none"> <li>Classroom</li> <li>Virtual</li> <li>Study visits</li> <li>Stage and mentorship</li> <li>Project work on the job</li> </ul>	<p>Training activities distributed over 1 year<sup>16</sup></p> <p>(combining pre-initial virtual module – ½ day, classroom course – 5 days, project work, final conference – 2 days, after-training virtual module – ½ days)</p>
<b>Advanced Training</b>	<ul style="list-style-type: none"> <li>EURES Advisers having obtained their Initial training certificate / experienced EURES Advisers</li> </ul>	<p>To deepen the knowledge on any of the following topics:</p> <ul style="list-style-type: none"> <li>labour law,</li> <li>social security rules and taxation systems in different EU/EEA countries,</li> <li>cooperation with other EU networks</li> <li>techniques for the use of information sources related to labour market mobility;</li> <li>project management,</li> <li>communication skills</li> </ul>	<ul style="list-style-type: none"> <li>Classroom</li> <li>Virtual</li> <li>Case studies</li> </ul>	3 days (some courses may include also ½ day virtual preparatory module)
<b>Virtual Training</b>	<ul style="list-style-type: none"> <li>EURES Advisers having obtained their Initial training certificate</li> <li>EURES Managers</li> <li>Cross border EURES Coordinators</li> <li>EURES Coordinators</li> <li>Line Managers</li> <li>Other actors involved in provision of EURES services</li> </ul>	<p>To deepen the knowledge on any of the following topics:</p> <ul style="list-style-type: none"> <li>labour law,</li> <li>social security rules and taxation systems in different EU/EEA countries,</li> <li>cooperation with other EU networks</li> <li>techniques for the use of information sources related to labour market mobility;</li> <li>project management,</li> <li>communication skills</li> </ul>	<ul style="list-style-type: none"> <li>Virtual</li> </ul>	½ day
<b>Ad-hoc training</b> (especially workshops, conferences)	<ul style="list-style-type: none"> <li>Various EURES actors (EURES Managers, Line Managers, Training Coordinators, etc...)</li> </ul>	To satisfy sudden training need of the EURES network	<ul style="list-style-type: none"> <li>Classroom</li> <li>Testimonials</li> <li>Case Studies</li> <li>Study visits</li> </ul>	2 days (on average)

<sup>16</sup> Scenario of Transnational Initial training. Cross-border version has 3 days classroom course and no after-training virtual module

### **3.6 Training-related activities**

The training-related activities represent other training-related services (registration and selection of participants for training sessions, development of handbooks, running surveys, studies, consultations and research, organisation of study visits, certification, etc.)<sup>17</sup>. They can also cover participation (and related travel cost) of the Contractor for his participation at the meetings convened at the invitation of the Commission. The cost of the training-related activities is expressed as the total of the daily consulting fee of expert(s) of certain level for number of working days their expertise is needed for the completion and delivery of the training activity requested by the Commission.

### **3.7 National/Local training**

Given the fact that the EURES training is provided annually for a limited number of participants and in great majority in English, the Contractor could also be approached by EURES members or EURES cross-border partnerships to participate at national or local training sessions.

These sessions would be organised by the national EURES members or EURES cross-border partnerships in the framework of their annual activity plans and the Contractor would participate to deliver parts of or the whole training in English or in the local language.

These sessions could be seen as "local" versions of the classical EURES training, using the materials and presentations developed for the classical Initial, Advanced, Virtual and Ad-hoc training activities delivered at the European level and tailoring them to the national context. The aim would be to provide materials, training and training skills to regional and local EURES actors to foster the mainstreaming of EURES within PES and/or to satisfy urgent regional/local training needs.

In this respect the Contractor shall find it useful to establish a EURES Training Catalogue of courses helping the EURES members to implement the EURES strategies nationally.

Moreover the contractor should be ready to support the national EURES Managers, the training co-ordinators, the EURES advisers and/or PES training specialists. This could include assistance in training development for specific target groups/specific EURES related skills.

Despite the fact that the tasks described in 3.7 above are related to EURES Training, they should be the subject of separate bilateral agreement/contracts concluded between the EURES member/EURES cross-border partnership and the Contractor. However, for the provision of the same or similar services to those delivered by the Contractor to the Commission, the Contractor should apply the same price list as in Annex 3.

When this is essential for the good functioning of the whole EURES network, the national/local training can be ordered as an ad-hoc training.

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<sup>17</sup> *In such case the cost will be calculated as the number of days of work of expert of certain level needed for provision of concrete ad hoc training activity/service, based on the agreement between the Contractor and the Commission*

### **3.8 Quality label / Accreditation of training**

In order to further develop and increase the transferability of training destined to the EURES network and its partners, quality standards to the EURES training programme should be implemented. This should be a step leading towards accreditation of EURES training.

When needed, this service will be ordered as a training-related activity.

## **4. Participation**

The competition is open to any physical person or legal entity coming within the scope of the Treaties and any other physical person or legal entity from a third country which has concluded a specific agreement with the Communities in the area of public contracts, under the conditions provided for in that agreement.

Where the Multilateral Agreement on Public Contracts concluded within the framework of the WTO applies, the contracts are also open to nationals of States that have ratified this Agreement, under the conditions provided therein. It should be noted that research and development services, which come under category 8 of Annex II A of Directive 2004/18/CE, are not covered by this Agreement.

## 5. Tasks to be carried out by the Contractor

### 5.1. Description of the Tasks

The tasks will be of both an intellectual and administrative nature. For the sake of business continuity, the Contractor is expected to follow training routine/procedures previously established.

#### 5.1.1. Administrative tasks

##### A) Selection of candidates

the contractor will:

- register within a specific deadline all replies to the call for applicants launched by the Commission<sup>18</sup>;
- select suitable candidates, respecting conditions communicated by the Commission and note clearly the reasons for rejection;
- create training groups based on language proficiency and balanced nationality mix;
- communicate the selection outcomes to the Commission in time for verification, possible changes and final agreement by the Commission;
- invite all participants to the sessions (no later than 1 month ahead of the training) and send out reminders;
- regularly send updated versions of agendas, participation lists and homework requests/results to the Commission;
- after the event send out any relevant material to participants (electronically)

##### B) Logistics

the contractor will:

- select and book the best training facilities (at least 5 different locations fulfilling conditions as described in 3.2 - need to be quoted in price lists);
- book hotel accommodation for participants and trainers<sup>19</sup>;
- book meals<sup>20</sup>;
- arrange interpretation for indicated sessions (includes contracting interpreters). Interpretation needs to be done from professional well-isolated booths (no noise), in a simultaneous manner;
- prepare handouts and/or any other relevant material in adequate number and in colour version (must be included in the price of the training).
- arrange transport for study visits and other programme held outside of hotel/training centre
- arrange for social programme encouraging networking among participants

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<sup>18</sup> LMS allows for fully electronic approval method

<sup>19</sup> Hotels must be of high standard (at least 4 stars), centrally located and easily reachable by public transport from the airport and from the railway station

<sup>20</sup> The contractor must ensure high quality standard and variety of meals, also with respect of possible special dietary needs of participants

### **C) Co-ordination**

the contractor will:

- designate a project leader (responsible for overall co-ordination of the design and the implementation of training, processing the administrative files; reporting etc.);
- organise handover (analyse lessons learned);
- manage relations among the actors involved in training activities;
- be responsible for subcontracted services<sup>21</sup>;
- manage projects on day-to-day basis;
- present annual/bi-annual planning of concrete courses as a result of the needs analysis and feedback from the network above;
- participate in monthly meetings with the Commission<sup>22</sup>;
- remain in regular contact with the Commission
- cooperate with the Information and Communication provider on visibility of EURES training via articles, notices, etc.
- update the list of Training Coordinators and other training related distribution lists up-to-date.

### **D) Record Keeping**

the contractor will:

- record (or enable another contractor to do so) parts of the training for promotional reasons;
- develop (when requested) texts suitable for publication in News section of the EURES Extranet;
- prepare, record and present certificates<sup>23</sup>.

#### **5.1.2. Training tasks**

##### **A) Presenting the training catalogue**

the contractor will:

- gauge the training needs of the network (identification of various target groups involved in EURES activities in need of training and training fields needed);
- create every year a training catalogue including all four types of training
- compose annual training calendar respecting public holidays celebrated in Europe

##### **B) Updating of current and designing of new training courses within all four training types responding to new needs of the EURES network<sup>24</sup>**

the contractor will:

- propose courses composed of interchangeable modules;

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<sup>21</sup> For the details please refer to the general conditions in the draft contract.

<sup>22</sup> Will be considered and ordered by the Commission as an Ad hoc activity with expert participation

<sup>23</sup> Via EURES LMS e-learning platform

<sup>24</sup> Time allowed for preparing and designing of ad hoc training courses is fixed at two days of preparation and design per day of actual standard training, and maximum 3 days for a virtual training. For example, for a two-day ad hoc training course that has been commissioned, a total of four days of preparation and design will be allowed.

- propose new courses or courses with updated content for different EURES target groups (both, currently covered by training activities and newly identified audience)
- take into consideration the Commission's requests resulting from consultations undertaken by the Commission and the EURES Working Group on Training<sup>25</sup>, with regard to both content and methodology;
- propose specific objectives and output for each course;
- propose interactive approaches and new methodologies whenever appropriate;
- develop/update agendas for respective training sessions;
- develop/update relevant homework for prospective participants;
- update/develop/identify suitable case studies.

### **C) Running training courses**

the contractor will:

- run the courses in one or more of the three languages: EN, FR, DE and, on some occasions another EU language; use audiovisual means, whenever applicable;
- notify/invite/involve the EURES manager of the country where the training session will be held
- coordinate participation and contribution of all speakers/trainers in order to avoid overlaps of presentations and to seek for ways of maximising the training effect of all contributions
- clarify the exact role of all speakers/trainers involved at least 6 weeks ahead of training session
- produce and distribute teaching material, slides and transparencies, working documents for participants, summaries, bibliographies and evaluation documents, teacher's handbook and documents presenting/publicising the training course in one or more of the three languages: EN, FR, DE and, on some occasions another EU language. All materials must be proof-read and validated by specialist native speakers before dissemination.
- proactively monitor publications, studies, reports issued by the Commission to accompany training courses with the latest information
- arrange for social programme encouraging networking among participants
- provide operational management of all training activities (including for instance user registration, course management, personalised/group targeted services, homework assessment by a trainer, continuous follow up and mentoring) via LMS e-learning platform<sup>26</sup>
- run virtual trainings (e-trainings) allowing for the participation in a course from home/office and accompanying mentoring services.
- assure expert evaluation of Initial training project works and its communication back to trainees
- use IT and other tools developed and recommended by the Commission

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<sup>25</sup> *The EURES Working Group on training is a consultative body chaired by the Commission, bringing together the EURES managers and advisers with specialised knowledge on training issues.*

<sup>26</sup> *Prices for virtual training must include only the content development, delivery and training management of the Virtual training via the LMS platform (registrations, management of user profiles, etc.). Provision, development and update of the LMS e-learning platform will be assured by the Commission.*

#### **D) Providing training experts to participate in the training and/or consultancy activities as designers, organisers, leaders, tutors, advisers and facilitators.**

the contractor will:

- propose and contract experts for each technical session (e.g. social security, taxation, European labour market, labour mobility, project management, communication, etc) after consulting the Commission;
- propose and contract course managers/professional facilitators/assistants for each training after consulting the Commission;
- involve, whenever applicable, Commission representative
- involve, whenever applicable, EURES training experts<sup>27</sup> (members of the network trained in facilitation skills).

#### **5.1.3 Quality Control:**

##### **A) Quality control**

the contractor will:

- assure that EURES training meets following basic quality standards:
  1. A relevant needs assessment;
  2. Concrete, achievable and assessable objectives;
  3. The definition of competences addressed and learning outcomes for the participants;
  4. The relevance to the EURES priorities;
  5. An adequate and timely preparation process;
  6. A competent team of trainers;
  7. An integrated approach to intercultural learning;
  8. Adequate selection of participants;
  9. A consistent practice of education principles and approaches;
  10. Adequate, accessible and timely documentation;
  11. A thorough and open process of evaluation;
  12. Optimal working conditions and environment;
  13. Adequate support and an integrated follow-up within EURES network;
  14. Visibility/innovation
- design and implement the quality plan defining quality checks, controls and corrective measures by which the Contractor will ensure reaching the above listed basic quality standards. The quality plan should also cover management and coordination of project as a whole, but also individual training sessions and other services (final reports at the end of every service provided, summary quarterly and annual reports, coordination meetings between the project leader and the training coordinators, coordination meetings between the project leader and the methodological experts/permanent trainers, coordination meetings between the project leader, the training coordinators and the Commission)
- ensure quality control in line with the quality plan

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<sup>27</sup> For more details go to point 6.D.

- monitor the project and individual services and report periodically to the Commission;
- adjust training programmes and agendas, reflecting the feedback received;
- manage and update a training section on the extranet of the EURES portal;
- invite to every training session observers from the Commission or the Training working group

## **B) Coordination meetings**

As mentioned above, the quality plan shall cover also coordination meetings with the Commission. The Contractor (maximum project leader and 1 coordinator per every type of training) shall participate in monthly half day co-ordination meetings with the Commission services (i.e. DG EMPL) and if needed also in three full day meetings per year with representatives of the EURES network (Training Working Group, EURES Working Party, etc). The meetings will take place in Brussels and all associated costs and expenses should be included in the price of Quality plan.

The Contractor may be asked to attend additional meetings at the invitation of the Commission. In this case, any mission expenses incurred by the Contractor will be reimbursed in accordance with the provisions of the contract as a training-related activity.

The Contractor must prepare the minutes of all meetings he attends. These minutes must be approved by the Commission before being distributed.

### **5.1.4 Training related activities**

The contractor will carry out various types of training related activities (development of handbooks, running surveys, studies, consultations and research, organisation of study visits, certification, participation of Contractor at event organised by the Commission etc.)<sup>28</sup> as ordered by the Commission

## **5.2. Guide and details on how the tasks are to be carried out**

**5.2.1.** The Contractor will take the necessary steps to ensure that his proposed team and/or staff respect the gender balance at all levels. It will also pay due attention when appropriate to the gender dimension of the service he is asked to deliver as detailed in the description of tasks.

Equally, the needs of disabled people shall be duly acknowledged and met while executing the requested service. This will in particular require that where the Contractor organises training sessions, people with disabilities have equal access to the facilities or the services provided.

The European Commission as Contracting Authority encourages the Contractor to promote equal employment opportunities for all its staff and team. This shall entail

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<sup>28</sup> List not exhaustive. The cost will be calculated as the number of days of work of expert of certain level needed for provision of concrete ad hoc training activity/service, based on the agreement between the Contractor and the Commission

that the Contractor fosters an appropriate mix of people, whatever their ethnic origin, religions, age, and ability.

- 5.2.2. The Contractor will be required to detail in its activity report accompanying the request for the final instalment, its steps and achievements towards meeting these contractual provisions.
- 5.2.3. The contractor should include in its tender all costs necessary for travel and accommodation to carry out this action as the Commission will not provide any additional finances.
- 5.2.4. The contractor will carry out its tasks under the contract in close cooperation with Commission services (DG EMPL).
- 5.2.5. The contractor needs to put in place an adequate structure in order to co-ordinate and manage the training programme and convey requests from the Commission/the output from the EURES training working group experts.
- 5.2.6. Any results, products or rights thereon, including copyright and other intellectual or industrial property rights, obtained in performance of the Contract, shall be owned solely by the European Communities, which may use, publish, assign or transfer them as it sees fit, without geographical or other limitation, except where industrial or intellectual property rights exist prior to the Contract being entered into.
- 5.2.7. Should the Contractor use third-party copyright material, whether textual or artistic, for the purpose of the performance of the Contract, he shall have sole responsibility for taking the necessary steps to obtain unfettered rights from the copyright holder(s), or from his or their legal representative, to include, print, publish, and sell the material, for the full legal term of copyright, in whole or in part, in all editions, forms and media, and in any language whatsoever, as well as for the European Commission itself further to license reproduction or translation thereof.
- 5.2.8. Any costs associated to such rights shall be borne by the Contractor, who ensures that any other conditions linked to the rights are fulfilled, in particular concerning the appropriate acknowledgement of the source material.
- 5.2.9. By derogation from point 5.2.8 above and in addition to costs mentioned in Art. I.3.4 of the Standard Contract, the specific Order for Services can foresee the reimbursement of costs related to purchase (copyright) of pictures or other illustrations.
- 5.2.10. At the end of the work, the Contractor should provide all relevant information, material and results of the training at least in 3 languages German, English and French.

## **6. Professional Qualifications**

See Annex IV of the draft standard contract, with CVs and classification of experts.

The **trainers' team** needs to include:

- A) **Recognised experts in operational, mobility related domains (e.g. labour law, social security, taxation, international recruitment etc.)**
- B) **Recognised experts in project management, communication in multicultural environment**
- C) **Facilitators with excellent communication skills and proven experience in training**

**For A., B. and C.** at least 3 years' experience in training and a qualification in the subject area of the training course are required.

Familiarity with a wide range of current training methods is essential, as is an ability to work in both small and large groups.

Given the cultural diversity of European staff, the trainers, consultants and facilitators proposed must have considerable proven experience of working in complex multicultural, multilingual and multinational environments. They must have excellent command of the training language.

Strictest confidentiality is also required as far as the exchanges between trainees and the comments made during the courses are concerned.

In addition to its permanent trainers and consultants, the contractor should propose a number of trainers and consultants it can call upon if need be.

The Commission has the right to require the replacement of any trainer or consultant who does not satisfy the requirements.

#### **D) EURES Training Experts**

The contractor shall co-operate with a group of **EURES training experts** who are experienced members (EURES Advisers, EURES Managers, etc) of the EURES network. These experts, whenever suitable, will be given a role in EURES training (e.g. presentation, activity facilitation). Their main role is to increase the practical dimension of the EURES training and to accompany more theoretical presentations by the specialist trainers. A facilitation fee needs to be paid by the Contractor to a EURES training expert responsible for a session/activity no later than within 60 days after the last day of the training facilitated<sup>29</sup>. Since making logical and convincing connections between theory and EURES practice requires proper preparation, all EURES training experts shall be considered as experts at qualification level I (highest).<sup>30</sup>

The Commission disposes of an existing panel of certified EURES training experts who previously followed specialized workshop for trainers organized by the Commission. However, the Contractor shall not feel limited by this list and shall proactively look for and involve other EURES actors as trainers for the sake of increasing the quality of the training. Nevertheless such EURES actors must prove extensive practical experience in the field to be trained and should demonstrate their ability to act as a trainer (previous teaching/tutoring working experience).

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<sup>29</sup> To be paid directly to the expert or to his mother organization, depending on national rules

<sup>30</sup> See Annex IV of the draft contract

The contractor shall coordinate/consult the content of the training with the Commission and all speakers involved. The contractor shall assure that all experts are clear about their role and the individual contributions are not excessively overlapping but rather reinforcing one another in the key messages that should be passed on to trainees. The contractor should provide feedback to training experts on how to improve their performance.

The Commission has the right to require the replacement of any EURES Training Expert who does not satisfy the requirements.

The **project team** needs to include **at least** 1 project manager, 2 training coordinators of Initial training, 2 training coordinators of Advanced/Ad-hoc training, 1 training coordinator of Virtual training, 1 person responsible for logistics/administrative aspect of training;

- A) **The project manager** must have very good knowledge<sup>31</sup> of English, at least basic knowledge<sup>32</sup> of French or German, and at least 5 years' experience in a similar position in the field of services described in chapter 5 above;
- B) **The training coordinators** must have very good knowledge of English, good knowledge<sup>33</sup> of French or German and at least 3 years' experience in the field of services described in chapter 5 above;

The members of the proposed project team must have at least very good combined knowledge of written and spoken English, French and German.

## **7. Time schedule, arrangements for performing the contract and reporting**

See Article 1.2 of the draft standard contract.

The contract is concluded for a period of 24 months with effect from the date on which it enters into force. This contractual period and all other periods specified in the Contract are calculated in calendar days unless otherwise indicated.

The contract may be renewed up to one time for a period of 24 months, only before expiration of the Contract and with the express written agreement of the parties. Renewal does not imply modification or deferment of existing obligations.

### **7.1. Request for Services and Order Forms**

#### **7.1.1. Principle**

Each service covered by the framework contract will be the subject of an order form prepared in advance by the Commission services. There can be no provision of services without such an order form. The Commission will initiate the order by

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<sup>31</sup> Very good knowledge corresponds to at least Level C1 in understanding, speaking and writing out of the six level scale of the common European framework of reference for languages developed by the Council of Europe.

<sup>32</sup> Basic knowledge corresponds to at least Level A2 in understanding, speaking and writing out of the six level scale of the common European framework of reference for languages developed by the Council of Europe.

<sup>33</sup> Good knowledge corresponds to at least Level B2 in understanding, speaking and writing out of the six level scale of the common European framework of reference for languages developed by the Council of Europe.

means of a form called Request for Services. The contractor will send their reply by way of official offer based on the pricing schedule.

### **7.1.2. Content of orders**

The order form will specify the performance conditions, including the framework contract references, the type of service (e.g. delivery of standard training, consultancy services, design and preparation of ad-hoc training, etc.), a detailed description of the service(s), the amount in euros, the language(s), performance dates where applicable, the name of the service provider(s), the place where the service is to be provided, the name of the official responsible for administering the order, the target audience, etc.

The description of the services and the detailed cost analysis in the model Service Order Form (See Annex III of the draft contract) will be changed to reflect the types of training and the prices according to the technical models and price schedule.

### **7.2. Deadline to reply to requests**

Within 10 working days of a Request for Services form being sent by the Commission to the contractor, an offer must be returned to the Commission duly signed and dated by the contractor.

### **7.3 Reporting – terms for approval structure and content**

The following reports are expected (to be sent electronically and on paper in English).

- A.** after each order has been carried out, the contractor will provide the Commission with a short evaluation of the event/events implemented under it (up to 2 pages per event)
- B.** an annual report will be presented within 30 days after the last activity of the last order form being implemented. This report should describe the services provided and the results achieved during that period. It will indicate in particular:
  - the services provided: the number of training courses and participants, dates and prices during the previous period;
  - a complete copy of all agendas and all lists of participants as well as any handouts/material distributed before, during and after the completed training;
  - a summary financial table of services;
  - an analysis of activities from an educational perspective;
  - the work programme planned for the following year.

These reports are to be produced entirely at the contractor's expense. The Commission will not contribute to any of the expenses incurred, whether they relate to drafting, production or distribution (non-exhaustive list).

## **8. Payments and standard contracts**

In drawing up the bid, the tenderer should take into account the provisions of the standard contract comprising the "General terms and conditions applicable to service contracts". Payments under the Contract shall be made in accordance with Article II.4.

Payments shall be executed only if the Contractor has fulfilled all his contractual obligations by the date on which the invoice is submitted. Payment requests may not be made if payments for previous periods have not been executed as a result of default or negligence on the part of the Contractor.

***Pre-financing***

Within 30 days of the start date of the tasks and the reception of the relevant invoice indicating the reference number of the Contract and of the Order Form to which it refers, pre-financing payment of 30% of the total value of the Order shall be made.

***Interim payment***

Not applicable.

***Payment of the balance***

The request for payment of the balance by the Contractor shall be admissible if accompanied by:

- the final technical report in accordance with the instructions laid down in Annex I of the draft contract,
- the relevant invoices indicating the reference number of the Contract and of the Order to which they refer, provided the report has been approved by the Commission. The Commission shall have 60 days from receipt to approve or reject the report, and the Contractor shall have 30 days in which to submit additional information or a new report. Within 30 days of the date on which the report is approved by the Commission, payment of the balance corresponding to the relevant invoice shall be made.

*Only for Contractors to whom VAT applies and with fiscal imposition in Belgium:* For Contractors established in Belgium, the Orders shall include the following provision: “*En Belgique, l’utilisation de ce bon de commande vaut présentation d’une demande d’exemption de la TVA n° 450*” or an equivalent statement in the Dutch or German language. The Contractor shall include the following statement in his invoice(s): “*Exonération de la TVA, Article 42, § 3.3 du code de la TVA*” or an equivalent statement in the Dutch or German language.

## **9. Prices**

The price must be stated in EUR(€), net of VAT (using, where appropriate, the conversion rates published in the C series of the Official Journal of the European Union on the day when the invitation to tender was issued), and broken down according to the models in Annex III.

Under the terms of Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities, the latter are exempt from all charges, taxes and duties, including value added tax; such charges may not therefore be included in the calculation of the price quoted. The amount of VAT is to be indicated separately.

The costs incurred in preparing and submitting the tender are borne by the tenderer and will not be reimbursed.

The tenderer shall indicate unit prices for all items included in Annex III which will be binding for the specific orders for services, if the contract is awarded to him/her.

The unit prices list contained in Annex III covers all the tasks to be performed by the Contractor. Nevertheless, this list of unit prices is not exhaustive and, in exceptional cases, the Commission may ask the Contractor to provide similar or complementary services with a view to performing tasks mentioned in section 5 above.

Management and other administrative expenditure, shall also be covered by unit prices and not thus eligible for separate reimbursement.

Tenderers are required to submit their price schedule by using the technical and financial forms in Annex II and III. Tenderers are also required to submit a specimen quotation based on the price schedule and according to the specific scenarios set out in the specimen quotation form also in annex III. These specimen quotations will be used for the comparison of prices submitted by the different tenderers and do not in any way constitute an obligation for the Commission to place orders equivalent to those set out in the form. Actual specific contracts and orders may include different assignments and different project breakdowns.

The prices submitted should cover all fees and administrative expenditure, including travel, interpretation, translation, and shipping of the contractor's training team.

There is no reimbursement for accommodation and meals for participants from the Commission. The costs for the provision of accommodation and meals for participants must be included in the unit price.

Travel expenses of participants to get to the training destination are not to be included in the prices.

## **10. Groupings of economic operators and consortia**

Tenders can be submitted by groupings of service providers/suppliers who will not be required to adopt a particular legal form prior to the contract being awarded, but the consortium selected may be required to assume a given legal form when it has been awarded the contract if this change is necessary for proper performance of the contract<sup>34</sup>. However, a grouping of economic operators must nominate one party to be responsible for the receipt and processing of payments for members of the grouping, for managing the service administration, and for coordination. The documents required and listed in point 11 (i.e. declaration on their honour) must be supplied by every member of the grouping. The documents required and listed in point 12 must be supplied only by leading member of the grouping.

Each member of the grouping assumes a joint and several liability towards the Commission.

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<sup>34</sup> *These entities can take the form of an entity with or without legal personality but offering sufficient protection of the Commission's contractual interests (depending on the Member State concerned, this may be, for example, a consortium or a temporary association).*

*The contract has to be signed by all members of the group, or by one of the members, which has been duly authorised by the other members of the grouping (a power of attorney or sufficient authorisation is to be attached to the contract), when the tenderers have not formed a legal entity.*

## 11. Exclusion criteria and supporting documents

- 1) Bidders must provide a declaration on their honour, duly signed and dated, that they are not in one of the situations referred to in Articles 93 and 94 a) of the Financial Regulation.

Those articles are as follows:

"Article 93:

Applicants or tenderers shall be excluded if:

- a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) they have been convicted of an offence concerning their professional conduct by a judgement which has the force of res judicata;
- c) they have been guilty of grave professional misconduct proven by any means which the contracting authority can justify;
- d) they have not fulfilled their obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed;
- e) they have been the subject of a judgement which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests;
- f) they are currently subject to an administrative penalty referred to in Article 96(1)<sup>35</sup>.

(...)

Article 94:

Contracts may not be awarded to candidates or tenderers who, during the procurement procedure:

- a) are subject to a conflict of interest;
- b) are guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the procurement procedure or fail to supply this information;(...)"

- 2) The tenderer to whom the contract is to be awarded shall provide, within a time limit defined by the contracting authority and preceding the signature of the contract, the evidence referred to in Article 134 of the implementing Rules, confirming the declaration referred to in point 1 above.

Article 134 of the Implementing Rules – Evidence

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<sup>35</sup> "Article 96(1): The contracting authority may impose administrative or financial penalties on the following:

- (a) candidates or tenderers in the cases referred to in point (b) of Article 94;
- (b) contractors who have been declared to be in serious breach of their obligations under contracts covered by the budget. (...)"

§3. The contracting authority shall accept as satisfactory evidence that the candidate or tenderer to whom the contract is to be awarded is not in one of the situations described in point (a), (b) or (e) of Article 93(1) of the Financial Regulation, a recent extract from the judicial record or, failing that, an equivalent document recently issued by a judicial or administrative authority in the country of origin or provenance showing that those requirements are satisfied. The contracting authority shall accept, as satisfactory evidence that the candidate or tenderer is not in the situation described in point (d) of Article 93(1) of the Financial Regulation, a recent certificate issued by the competent authority of the State concerned.

Where the document or certificate is not issued in the country concerned, it may be replaced by a sworn or, failing that, a solemn statement made by the interested party before a judicial or administrative authority, a notary or a qualified professional body in his country of origin or provenance.

§4. Depending on the national legislation of the country in which the candidate or tenderer is established, the documents referred to in paragraph 3 shall relate to legal persons and/or natural persons including, where considered necessary by the contracting authority, company directors or any person with powers of representation, decision-making or control in relation to the candidate or tenderer.

***See Annex I (which may be used as a checklist) for the supporting documents accepted by the European Commission to be provided by applicants, tenderers or tenderers to whom the contract will be awarded.***

3) *The contracting authority may waive the obligation of a candidate or tenderer to submit the documentary evidence referred to in Article 134 of the Implementing Rules, if such evidence has already been submitted to it for the purposes of another procurement procedure launched by DG EMPL and provided that the issuing date of the documents does not exceed one year and that they are still valid.*

*In such a case, the candidate or tenderer shall declare on his honour that the documentary evidence has already been provided in a previous procurement procedure and confirm that no changes in his situation have occurred.*

## **12. Selection criteria**

The candidates will be selected on the basis of their financial and economic capacity and their professional and technical capacity.

### **a) Economic and financial capacity:**

Tenderers must provide sufficient information to satisfy the Commission of their financial standing and more particularly that they have the necessary resources and financial means to carry out the work that is the subject of the tender and that the tenderer is viable for the duration of the contract.

The following documents should be provided:

- A bank declaration providing evidence of sound financial standing;
- A statement that the tenderer's overall turnover is at least twice the value of the total amount quoted in table 3 Annex III;
- A statement that the tenderer's turnover in respect of the relevant policy domain covered by the contract is at least 100% of total amount quoted in table 3 Annex III;
- Accounts - balance sheets and profit and loss accounts - for the last two financial years, for which accounts have been closed, certified by an external audit, if required by national law.

If, for some exceptional reason which the contracting authority considers justified, the tenderer or candidate is unable to provide the references requested by the contracting authority, he may prove his economic and financial capacity by any other means which the contracting authority considers appropriate.

#### **b) Technical and professional capacity.**

Tenderers have to prove their ability, skills, experience and competence for performing the work.

Technical and professional capacity to carry out the contract will be assessed on the basis of the following:

- The tenderer must have at least 3 years of experience in the provision of services similar to those described in chapter 5 above;
- The project team must consist of at least 1 project manager, 2 training coordinators of Initial training, 2 training coordinators of Advanced/Ad-hoc training, 1 training coordinator of Virtual training, 1 person responsible for logistics/administrative aspect of training;
- The project manager must have very good<sup>36</sup> knowledge of English, at least basic<sup>37</sup> knowledge of French or German, and at least 5 years' experience in a similar position in the field of services described in chapter 5 above;
- The training coordinators must have very good knowledge of English, good knowledge<sup>38</sup> of French or German and at least 3 years' experience in the field of services described in chapter 5 above;
- The members of the proposed project team must have at least good combined knowledge of written and spoken English, French and German.
- To be able to assure the delivery of the current catalogue of services the trainers' team needs to include (See chapter 6 above):

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<sup>36</sup> Very good knowledge corresponds to at least Level C1 in understanding, speaking and writing out of the six level scale of the common European framework of reference for languages developed by the Council of Europe.

<sup>37</sup> Basic knowledge corresponds to at least Level A2 in understanding, speaking and writing out of the six level scale of the common European framework of reference for languages developed by the Council of Europe.

<sup>38</sup> Good knowledge corresponds to at least Level B2 in understanding, speaking and writing out of the six level scale of the common European framework of reference for languages developed by the Council of Europe.

- i. recognised experts in operational, mobility related domains (e.g. labour law, social security, taxation, international recruitment, etc.).
- ii. recognised experts in project management, communication in multicultural environment
- iii. facilitators/moderators with excellent communication skills and proven experience in training

For i, ii and iii at least three years' experience in training and a qualification in the subject area of the training course are required.

Means of proof required:

- A list of the principal services provided in the past 3 years in relation to the services described in Chapter 5 specifying the dates, recipients of the services and a short description of the services provided;
- Proof of entry in the professional or trade register, or a declaration or certificate in accordance with the provisions of the Member State in which the tenderer is established;
- Description of the structure of the project team, specifying the project manager, training coordinators and the number of persons dealing with administrative management, organisation and assignment of tasks;
- Curricula vitae of all the project team members responsible for providing the service highlighting academic/language/other qualifications and expertise/experience relevant to the subject of the contract, indicating dates, place of work and recipients of the work (in particular those services implemented on behalf of the tenderer).
- Curricula vitae of all suggested expert trainers and facilitators highlighting academic/language/other qualifications and expertise/experience relevant to the subject of the contract, indicating dates, place of work and recipients of the work (in particular those services implemented on behalf of the tenderer).

In the case of tenders from consortia: clear identification of the coordinator of the work, who will also be responsible for signing the contract, and written confirmation from each member of the consortium that they would be ready and willing to participate in the work, and briefly describing their role (see point 10);

If the Contractor plans to subcontract part of the work, he must specify the part concerned and the name of the sub-contractor and supply details of the financial, economic and technical capacity of the subcontractor.

**Tenderers who have not provided the required information or for which the Commission determines that they do not have the necessary minimum capacity will be eliminated without further assessment.**

### 13. Award criteria

The contract will be awarded to the bid offering the best quality/price ratio taking into account the following criteria:

#### 13.1. Quality of the tender:

Understanding of the nature of the assignment, its context and the results to be achieved	15
Quality of the case study demonstrating capacity of bidder to develop completely new EURES relevant advanced training	20
Quality of measures suggested for further development of the whole EURES training programme (participation, structure, offer, organisation)	20
Quality of the working methods, management and allocation of resources, including the identification and distribution of intellectual, administrative and logistical tasks involved	30
Quality of the measures proposed for ensuring the quality of the whole training programme	15
Total points	100

Points will be awarded on the basis of the information provided by the tenderers in their bids.

**Please note that the contract will not be awarded to any bid that receives less than 70 % in the award criteria.**

#### 13.2. Price

These criteria weighted as indicated above will determine the quality of the bids and the total points will then be divided by the total price (total annual budget in table 3 Annex III) with the highest scoring bid being chosen.

## **14. Content and presentation of bids**

### **14.1. Content of bids**

Tenders must be presented in three parts and must include:

#### **Part I: Administrative information**

1. A bank ID form duly completed and signed by the bank;
2. A "legal entity" form duly completed;
3. The name and function of the Contractor's legal representative (i.e. the person authorised to act on behalf of the Contractor in any legal dealings with third parties);
4. Proof of eligibility: tenderers must indicate the State in which they have their registered office or are established, providing the necessary supporting documents in accordance with their national law.
5. Declaration on bidder's honor, duly signed and dated, that the bidder is not in one of the situation referred to in Articles 93 and 94 a) of the Financial Regulation (bankruptcy, professional misconduct, etc - please see point 11 above).
6. A bank declaration providing evidence of sound financial standing;
7. A statement that the tenderer's overall turnover is at least twice the value of the total amount quoted in table 3 Annex III;
8. A statement that the tenderer's turnover in respect of the relevant policy domain covered by the contract is at least 100% of total amount quoted in table 3 in Annex III;
9. Accounts - balance sheets and profit and loss accounts - for the last two financial years, for which accounts have been closed, certified by an external audit, if required by national law.
10. A list of the principal services provided in the past 3 years in relation to the services described in Chapter 5 specifying the dates, recipients of the services and a short description of the services provided;
11. Proof of entry in the professional or trade register, or a declaration or certificate in accordance with the provisions of the Member State in which the tenderer is established;
12. Description of the structure of the project team, specifying the project manager, training coordinators and the number of persons dealing with administrative management, organisation and assignment of tasks;
13. Curricula vitae of all the project team members responsible for providing the service highlighting academic/other qualifications and expertise/experience relevant to the subject of the contract, indicating dates, place of work and recipients of the work (in particular those services implemented on behalf of the tenderer).

14. Curricula vitae of all suggested expert trainers and facilitators highlighting academic/other qualifications and expertise/experience relevant to the subject of the contract, indicating dates, place of work and recipients of the work (in particular those services implemented on behalf of the tenderer).
15. In the case of tenders from consortia: clear identification of the coordinator of the work, who will also be responsible for signing the contract, and written confirmation from each member of the consortium that they would be ready and willing to participate in the work, and briefly describing their role (see point 10);
16. If the Contractor plans to subcontract part of the work, he must specify the part concerned and the name of the sub-contractor and supply details of the financial, economic and technical capacity of the subcontractor.

### **Part II: Technical content of the bid**

17. Annex II – A. Proposal of new Advanced Training (classroom part) – ( max. 10 pages including 3 pages of training programme grid).
18. Annex II – B. Training quality - Proposal of quality measures and procedures that will ensure maintaining and increasing of the quality of EURES training (max. 3 pages)
19. Annex II – C. Future of EURES - Proposal of for further development of the existing training in terms of training participation, training structure, training offer, training organization/delivery and training quality (max. 10 pages)
20. Annex II – D: Annual EURES Training scenario (max. 4 pages including 3 pages of training programme grid)

### **Part III: Financial content of the bid**

21. Annex III – A. Table 1 – Proposal of Training Price schedule
22. Annex III – A. Table 2 – Proposal of Expert's price list per day
23. Annex III – B. Table 3 – Proposal of Annual Budget Scenario

## **14.2. Presentation of bids**

Bids must be submitted in triplicate (i.e. one original and two copies).

They must include all the information required by the Commission (see points 10, 11, 12, and 13 above).

They must be clear and concise.

They must be signed by the legal representative.

They must be submitted in accordance with the specific requirements of the invitation to tender, within the deadlines laid down.

Regarding the presentation of the bid, it is recommended to:

- Follow the order of documents as listed in the checklist above;
- Print the documents double-sided, where possible;

Use only 2-hole folders (please do not bind or glue).

## **14.3. Validity of tenders**

Tenders must be valid up to 6 months after submission.

## **15. General information**

Initiation of a tendering procedure imposes no obligation on the Commission to award the contract. The Commission shall not be liable for any compensation with respect to tenderers whose tenders have not been accepted. Nor shall it be so liable if it decides not to award the contract.

The draft framework contract specifies the basic conditions applicable to any assignment under its terms. Signature of the Contract does not place the Commission under any obligation to place and assignment.

Assignments under the Framework Contract will be done by Service Orders. The Contract does, for example, not preclude the Commission from assigning tasks in the areas set out above to other Contractors, for instance those working under DG EMPL's framework contracts, or from having these tasks carried out by Commission staff.

The volume of services required by the Commission under this framework contract will depend on the budget available to the Commission for financing EURES training activities. EURES training activities shall be also carried out at a national and local level<sup>39</sup> and the nature of assignments will also partially depend on the interest and commitment of the EURES member organizations.

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<sup>39</sup> As stipulated in Guideline 1

## 16. Liquidated damages

Article II.16 of the draft Contract provides for that a Contractor that seriously fails to meet contractual obligations may be subject to liquidated damages.

As stated in Article 1.11 of the Draft Contract, the Commission will conduct regular checks on the service offered by the Contractor.

Instances of poor quality, such as

- repeated low quality standard in terms of logistics, organisation and delivery of training, and/or
- the Contractor repeatedly not respecting agreed procedures/guidelines which leads to negative or damaging reputation of EURES, DG EMPL or the European Commission

may be considered as a failure of the Contractor to perform his obligations under the Contract, as envisaged in Article II.16 of the Draft Contract.

**Annex I**      **Supporting documents to be provided by applicants, tenderers or tenderers to whom the contract will be awarded**

**Annex II**      **Tender form technical part**

**Annex III**     **Tender form financial part**

**Annex IV**     **Links to essential background documents** (*EURES legal base, Proposal for a regulation of the European Parliament and of the Council on a European Union Programme for Social Change and Innovation – PSCI, Communication from the Commission to the European Parliament and the Council, The European Economic and Social Committee and the Committee of the regions: Towards a job-rich recovery, Commission staff working document: Reforming EURES to meet the goals of Europe 2020*)

**Annex V**      **2012 EURES training overview/catalogue**

## ANNEX I

Exclusion criteria (Article 93(1) FR)	Supporting documents to be provided by applicants, tenderers or tenderers to whom the contract <u>will be awarded</u>
	Procurement (Article 93(2) FR; Article 134 IR)
<p><b>1. Exclusion from a procurement procedure, Article 93(1) FR :</b> « Candidates or tenderers shall be excluded from participation in a procurement procedure if:</p>	
<p><b>1.1. (subparagraph a)</b> – they are bankrupt or being wound up, – are having their affairs administered by the courts, – have entered into an arrangement with creditors have suspended business activities, are the subject of proceedings concerning those matters, – or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations<sup>40</sup>;</p>	<ul style="list-style-type: none"> <li>– Recent extract from the judicial record</li> <li style="text-align: center;"><b>or</b></li> <li>– recent equivalent document issued by a judicial or administrative authority in the country of origin or provenance</li> <li style="text-align: center;"><b>or</b></li> <li>– Where no such certificate is issued in the country concerned : sworn or, failing that, a solemn statement made by the interested party before a judicial or administrative authority, a notary or a qualified professional body in his country of origin or provenance</li> </ul>
<p><b>1.2. (subparagraph b)</b> <i>they have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata</i><sup>41</sup>;</p>	Cf. supporting documents for Article 93(1)(a) FR above
<p><b>1.3. (subparagraph c)</b> <i>they have been guilty of grave professional misconduct proven by any means which the contracting authority can justify;</i></p>	Declaration by the candidate or tenderer that he is not in the situation described
<p><b>1.4. (subparagraph d)</b> <i>they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed</i><sup>42</sup>;</p>	<p>Recent certificate issued by the competent authority of the State concerned confirming that the candidate is not in the situation described</p> <p style="text-align: center;"><b>or</b></p> <p>Where no such certificate is issued in the country concerned : sworn or, failing that, a solemn statement made by the interested party before a judicial or administrative authority, a notary or a qualified professional body in his country of origin or provenance</p>

<sup>40</sup> See also Article 134(4) IR : Depending on the national legislation of the country in which the candidate or tenderer is established, the documents referred to in paragraphs 1 and 3 shall relate to legal persons and/or natural persons including, where considered necessary by the contracting authority, company directors or any person with powers of representation, decision-making or control in relation to the candidate or tenderer .

<sup>41</sup> Cf. footnote n° 40.

<sup>42</sup> Cf. footnote n°40.

<p><b>1.5. (subparagraph e)</b>  <i>they have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Union's financial interests</i><sup>43</sup>;</p>	<p>Cf. supporting documents for Article 93(1)(a) FR above</p>
<p><b>1.6. (subparagraph f)</b>  <i>they are currently subject to an administrative penalty referred to in Article 96(1)</i><sup>44</sup>. »</p>	<p>Declaration by the candidate or tenderer that he is not in the situation described</p>

<p><b>Exclusion criteria (Article 94 FR)</b></p>	<p><b>Supporting documents to be provided by applicants, tenderers or tenderers to whom the contract will be awarded</b></p>	
	<p><b>Procurement</b></p>	<p><b>Grants</b></p>
<p><b>2. Exclusion from a procurement or grant award procedure</b>  <b>Article 94 FR :</b> « <i>Contracts may not be awarded to candidates or tenderers who, during the procurement procedure:</i></p>		
<p><b>2.1. (subparagraph a)</b>  <i>are subject to a conflict of interest;</i></p>	<p>Statement by the applicant, tenderer or bidder confirming the absence of conflict of interests, to be submitted with the application, bid or proposal</p>	

<sup>43</sup> Cf. footnote n° 40.

<sup>44</sup> Article 96(1) FR: The contracting authority may impose administrative or financial penalties on the following:

- (a) candidates or tenderers in the cases referred to in point (b) of Article 94;
- (b) contractors who have been declared to be in serious breach of their obligations under contracts covered by the budget.

<p><b>2.2. (subparagraph b)</b>  <i>are guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the contract procedure or fail to supply this information»<sup>45</sup>.</i></p>	<p>No specific supporting documents to be supplied by the applicant, tenderer or bidder</p> <p>It is the responsibility of the authorising officer, represented by the evaluation committee, to check that the information submitted is complete<sup>46</sup> and to identify any misrepresentation</p>
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<sup>45</sup> Cf. Article 146(3) of the FR Implementing Rules: « ...the evaluation committee or the contracting authority may ask candidates or tenderers to supply additional material or to clarify the supporting documents submitted in connection with the exclusion and selection criteria, within the time limit it specifies. » and Article 178(2) of the FR Implementing Rules: « The evaluation committee or, where appropriate, the authorising officer responsible may ask an applicant to provide additional information or to clarify the supporting documents submitted in connection with the application, in particular in the case of obvious clerical errors »

<sup>46</sup> Cf. footnote n°40

## ANNEX II

### **Tender form technical part**

The Commission, in cooperation with previous contractors, has developed a logical, coherent training structure which is well suited to the target audience and very flexible due to interchangeable modules, being the key-stones of the agendas of all training sessions.

That is why, for the sake of business continuity, the Contractor is expected to deliver the training as described above and in the Annexes V.

However the EURES network is in constant evolution and adjustments of the training participation, training structure and training content will therefore surely be needed in future. In this respect the Technical part of the tender is focused on development measures that could be identified by bidders already in the current situation.

The bidders are asked to deliver the following case studies:

- A: Suggestion of a new Advanced Training
- B: Training quality
- C: Future of EURES Training
- D: Annual EURES Training scenario

## **A: Suggestion of a new (classroom) Advanced Training**

After having consulted the EURES legal base, the EURES guidelines 2010-2013 and PSCI (Annex IV), taking into account the changing role of the EURES Advisers and ongoing reform of the whole EURES network, please suggest/design new advanced training which in your opinion is missing in the current catalogue (Annex V). Maximum duration of the programme should not exceed 3 working days.

*Important: Please submit separate document using the structure below (A.1 – A.10). It provides the committee responsible for awarding contracts with a comparable basis on which to evaluate tenders. The maximum allowed for this proposal is ten pages (including three pages of training programme grid). Any missing information will be treated as information not provided and evaluated accordingly. You will not be asked for additional information in such cases.*

### **A.1. Title of training (please complete)**

### **A.2. Relevance/Added value for EURES**

*Explain in which way this topic is new and responds to the unaddressed training need of EURES network*

### **A.3. Participant profile:**

*Define the audience targeted by the training course.*

### **A.4. Training objectives:**

*Specify the expected learning results (e.g. at the end of the course participants will be able to :...)*

### **A.5. Course content:**

*List of topics (subjects introduced) during the course.*

*Example: Stakeholders analysis, Objectives setting, Evaluation methods...*

### **A.6. Teaching methods**

*Please list a variety of methods that will be used to make this course most effective. Please highlight how you would insure the interactivity of training session and which innovative methods could be applied.*

### **A.7. Practical organisation**

*Specify the size of the group, duration, schedule, logistics and any other relevant information.*

### **A.8. Please specify the approach you intend to use if asked to develop and introduce this training in practice.**

*Please list all steps you would take in order to develop, implement and evaluate a new training. You should also describe, as fully as possible, your ability to respond to a specific request within given deadline.*

### **A. 9. Training quality**

*In your view, what are the key elements of any successful training? How would you assure high participants' satisfaction? Please explain.*



**DAY 2**

**Morning**

**Session 3.**

<b>Topic</b>	<b>Method</b>	<b>Timing</b>

**Afternoon**

**Session 4.**

<b>Topic</b>	<b>Method</b>	<b>Timing</b>



## **B: TRAINING QUALITY**

Having read the general description of the EURES training and based on the supporting documents provided in Annex IV and V, please explain how you would ensure that the quality of the EURES training is maintained and increased. Your proposal should also reflect the tasks related to the development and implementation of the quality plan as described in section 5.1.3.

*Important: Please submit separate document using the structure below (B.1 – B.3). It provides the committee responsible for awarding contracts with a comparable basis on which to evaluate tenders. The maximum allowed for this proposal is three pages. Any missing information will be treated as information not provided and evaluated accordingly. You will not be asked for additional information in such cases.*

### **B.1. Efficiency and effectiveness of processes proposed for measuring and ensuring the quality of the services and supplies**

*Please explain what will be done to ensure high quality of services. Please list solutions. Be as specific as possible. Please specify how you will make sure that the Commission will be able to follow the developments in both standard and e-training?*

### **B.2. Evaluation of overall performance and performance of the trainers/consultants**

*Please explain how you will evaluate all training events and their outputs. Please explain how you will select/evaluate trainers/consultants. What aspects will be taken into account?*

### **B.3. Handling of complaints and proposed corrective actions.**

*Please explain how you will react to complaints from trainees?*

*How will you react to comments from the Commission?*

*What steps will you take to improve the situation and/or resolve possible problems?*

## **C: Future of EURES Training**

Having read the general description of the EURES training and based on the supporting documents provided in Annexes IV-V, please submit your vision of EURES training in the future. Please explain your suggestions for further development of the existing training in terms of training participation, training structure, training offer and training organisation.

*Important: Please submit your proposal in separate document of maximum ten pages. It provides the committee responsible for awarding contracts with a comparable basis on which to evaluate tenders. Please present your arguments as clearly as possible since you will not be asked for additional information or clarifications.*

## **D: Annual EURES Training scenario**

Having read the general description of the EURES training and based on the supporting documents provided in Annexes IV-V, please submit a scenario for 1 full year of EURES training.

Note that this is a hypothetical scenario to be used for the evaluation purposes.

Your proposal MUST include only:<sup>47</sup>

- 5 sessions of Initial training (Transnational) – duration 5 days, 25 participants per session, provided in 1 language
- 2 sessions of Initial training (Cross-border) – duration 3 days, 25 participants per session, provided in 1 language
- 1 Initial training Final conference (Transnational) – duration 2 days, 125 participants per session, provided in 3 languages
- 1 Initial training Final conference (Cross-border) – duration 2 days, 50 participants per session, provided in 3 languages
- 1 Conference on EURES Information and Communication Strategy – duration 2 days, 150 participants, provided in 1 language, location Brussels
- 12 sessions of Advanced training (4 of them must include virtual preparatory module) - duration 3 days, 25 participants per session,
- 4 sessions of Virtual Training – duration 1 day, 75 participants per session
- 4 sessions of Ad-hoc Training – duration 2 days, 25 participants per session

Your offer of topics for advanced, virtual and ad-hoc training should be based on the catalogue enclosed in Annex V. However please feel free to include any other training topic which you think is missing in the current training offer.

Please note that the number of rows is indicative. You do not have to use all rows in each month and you may copy as many additional rows in any month as necessary.

Please add 1 page explaining your way of time and geographical distribution in the training sessions.

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<sup>47</sup> *The final number of sessions of each type of training, topics, number of participant, duration of training for each course will be decided at the time of the request for services, depending on the needs of the Commission*

MONTH	TYPE OF TRAINING	TRAINING SESSION/TOPIC	No. TRAINEES	COUNTRY, CITY, HOTEL	DATEs
<b>JANUARY</b>					
<b>FEBRUARY</b>					
<b>MARCH</b>					
<b>APRIL</b>					

MONTH	TYPE OF TRAINING <sup>48</sup>	TRAINING SESSION/TOPIC	No. TRAINEES	COUNTRY, CITY, HOTEL	DATE/PERIOD
MAY					
JUNE					
JULY					
AUGUST					

<sup>48</sup> Initial, Advanced, Virtual, Ad-hoc, Conference

MONTH	TYPE OF TRAINING	TRAINING SESSION/TOPIC	No. TRAINEES	COUNTRY, CITY, HOTEL	DATE/PERIOD
<b>SEPTEMBER</b>					
<b>OCTOBER</b>					
<b>NOVEMBER</b>					
<b>DECEMBER</b>					

## ANNEX III

### Tender form financial part

#### A. Price schedules

Price schedule for training courses is in EURO<sup>49</sup>

All costs covering all the tasks to be performed by the Contractor and its team (travel, interpretation, translation, management, other administrative expenditure, and shipping) need to be included in the administrative fee per course (d).

The costs for the provision of accommodation and meals for participants must be included in the unit price (participant/day price – (c) ).

Travel expenses of participants to get to the training destination are not to be included in the prices.

For all types of training course development/update expenses are not to be incorporated into price.

The course development/update expenses are to be shown separately in sections 6 – 9 in table 1.

In general terms:

- maximum 2 working days can be budgeted for the design and development of 1 day of new classroom ( initial, advanced and ad-hoc) training
- maximum 3 working days can be budgeted for the development of 1 day of new virtual training.
- In case only minor changes were made to the already existing training agenda/structure, the Contractor is entitled to update cost
- In case no changes were made to already existing training agenda, the Contractor cannot claim neither update nor development cost

The cost of training related activities is not part of the below price schedule and will be calculated as the number of days of work of expert of certain level needed for provision

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<sup>49</sup> While making your price offer you should bear in mind that you will be supposed to deliver very similar training sessions as detailed in 2012 Training catalogue in Annex V

of concrete ad hoc training activity/service, based on the agreement between the Contractor and the Commission

**Table 1**

Type of training/service	Number of languages	Training duration in days <sup>50</sup>	Number of participants <sup>51</sup>	Catalogue price/ participant/day <sup>52</sup> €	Administrative fee per course/service (flat rate)	Total price per course/service €
	(EN/FR/DE)	(a)	(b)	(c)	(d)	(axbxc) + d = (e)
<b>1. Initial Training – classroom part Implementation</b>	One	<b>5</b>	<b>25</b>			
	Two					
	Three					
	Country language <sup>53</sup>					
<b>2. Advanced classroom training - implementation</b>	One	<b>3</b>	<b>25</b>			
	Two					
	Three					
	Country language <sup>54</sup>					
<b>3. Ad hoc classroom training - implementation</b>	One	<b>2</b>	<b>25</b>			
	Two					
	Three					
	Country language <sup>55</sup>					

<sup>50</sup> The duration is based on current model of training. The final duration for each course will be decided at the time of the request for services, depending on the needs of the Commission

<sup>51</sup> The number of participants is based on current model of training. The final number of participants for each course will be decided at the time of the request for services, depending on the needs of the Commission

<sup>52</sup> Prices are to be exclusive of VAT and must include both total training and accommodation expenses.

<sup>53-42</sup> Any language other than EN, DE, FR

<b>4. Virtual training<sup>56</sup> - implementation</b>	Three	<b>1</b>	<b>75</b>			
<b>5. Conference</b>	One	<b>2</b>	<b>150</b>			
	Two					
	Three					
<b>6. Content update of one training day of Initial, Advanced and Ad-hoc classroom training</b>						
<b>7. Content development of one training day of Initial, new Advanced and new Ad-hoc classroom training</b>						
<b>8. Content update of one training day of virtual training</b>						
<b>9. Content development of one training day of new virtual training</b>						

<sup>56</sup> The price per/participant/day must include assistance to/mentoring of trainees during the whole period for which the Virtual course will be available on LMS training platform

<b>10. Quality plan<sup>57</sup> (development and implementation)</b>					
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<sup>57</sup> As described in section 5.1.3. Please bear in mind that the annual price must include also travel expenses related to coordination meetings with the Commission.

**Table 2**

**Expert's price list per day – for the purpose of budgeting the training-related activities and in case of additional working days are requested within other categories**

Consultants Services	Daily consulting fee €	Daily consulting fee including travel <sup>58</sup> €
Expert qualification level I		
Expert qualification level II		
Expert qualification level III		
Expert qualification level IV		

Level of qualification	Category of personnel
I	Highly qualified expert having assumed important responsibilities in his/her profession; recruited for his/her management/supervisory, thought and creativity skills as regards professional practise.  He/she must have at least 15 years professional experience of which at least 7 must be connected with the professional sector concerned and the type of tasks to be performed.
II	Highly qualified expert having assumed responsibilities in his/her profession; recruited for his/her management/supervisory, thought and creativity skills as regards professional practise.  He/she must have at least 10 years professional experience of which at least 4 must be connected with the professional sector concerned and the type of tasks to be performed.
III	Certified expert having received a high-level training in his/her profession; recruited for his/her thought and creativity skills as regards professional practise.  He/she must have at least 5 years professional experience of which at least 2 must be connected with the professional sector concerned and the type of tasks to be performed.
IV	Junior expert, newcomer to the profession but holding a university degree or equivalent training related to the professional sector concerned and the type of tasks to be performed.

<sup>58</sup> if we require the expert to travel away from his normal place of work the daily fee here must be inclusive of all the travel expenses.

## B. Annual Budget Scenario

Please translate your scenario of 1 year of EURES training ( as asked for in Annex II part D) into annual budget scenario. Note that this is a hypothetical scenario to be used for the evaluation purposes.

Please use the pricing from table 1 above.

Only for the sake of this exercise you can budget full content development fee for all training sessions, as if they were all newly developed.

Your proposal MUST include ONLY:

- 5 sessions of Initial training (Transnational) – duration 5 days, 25 participants per session, provided in 1 language;
- 2 sessions of Initial training (Cross-border) – duration 3 days, 25 participants per session, provided in 1 language;
- 12 sessions of Advanced training (4 of them must include virtual preparatory module<sup>59</sup>) - duration 3 days, 25 participants per session, provided in 1 language;
- 1 Initial training Final conference (Transnational) – duration 2 days, 125 participants per session, provided in 3 languages;
- 1 Initial training Final conference (Cross-border) – duration 2 days, 50 participants per session, provided in 3 languages;
- 1 Conference on Information and Communication Strategy – duration 2 days, 150 participants, provided in 1 language, location Brussels;
- 4 sessions of Virtual Training – duration 1 day, 75 participants per session, provided in 3 languages;
- 4 sessions of Ad-hoc Training – duration 2 days, 25 participants per session, provided in 1 language.

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<sup>59</sup> Virtual preparatory module should be budgeted as ½ day Virtual training for 25 participants

**Table 3**

Type of training/activity (in the annual cycle)	Price per session <sup>60</sup>	No of sessions	Total Price €
INITIAL TRAINING - TRANSNATIONAL <sup>61</sup> (IN 1 LANGUAGE)		5	
INITIAL TRAINING - CROSS-BORDER <sup>62</sup> (IN 1 LANGUAGE)		2	
ADVANCED TRAINING (IN 1 LANGUAGE)		8	
ADVANCED TRAINING WITH PREPARATORY VIRTUAL MODULE (IN 1 LANGUAGE)		4	
FINAL CONFERENCE - INITIAL TRAINING – TRANSNATIONAL (IN 3 LANGUAGES)		1	
FINAL CONFERENCE - INITIAL TRAINING - CROSS-BORDER (IN 3 LANGUAGES)		1	
CONFERENCE ON INFORMATION AND COMMUNICATION STRATEGY (IN 1 LANGUAGE)		1	
VIRTUAL TRAINING (IN 3 LANGUAGES)		4	
AD-HOC TRAINING (IN 1 LANGUAGE)		4	
QUALITY CONTROL (PRICE PER YEAR) <sup>63</sup>			
<b>TOTAL ANNUAL BUDGET</b>			

<sup>60</sup> Including all related expenses, like course development, administration, consultants travels, etc

<sup>61</sup> Price of whole preparatory and post-training phase should be included. Final conference is to be claimed separately.

<sup>62</sup> Price of whole preparatory and post-training phase should be included. Final conference is to be claimed separately.

<sup>63</sup> Development and implementation of quality plan as described in section 5.1.3. Please bear in mind that the annual price must include also travel expenses related to coordination meetings with the Commission.

## ANNEX IV – LINKS TO ESSENTIAL BACKGROUND DOCUMENTS

### 1. **EURES Legal Base**

available via EU bookshop in English, German, French  
ISBN 978-92-79-19653-9, doi: 10.2767/28114  
<http://bookshop.europa.eu/en/eures-pbKE3111072/>

### 2. **Proposal for a regulation of the European Parliament and of the Council on a European Union Programme for Social Change and Innovation - PSCI**

Available in all EU languages via EUR-lex\_  
<http://eur-lex.europa.eu/en/index.htm>  
Search criteria:                   Type: - COM final  
  Year: 2011  
  Number: 0609

### 3. **Communication from the Commission to the European Parliament and the Council, The European Economic and Social Committee and the Committee of the regions: Towards a job-rich recovery**

Available in all EU languages via EUR-lex\_  
<http://eur-lex.europa.eu/en/index.htm>  
Search criteria:                   Type: - COM final  
  Year: 2012  
  Number: 0173

### 4. **Commission staff working document: Reforming EURES to meet the goals of Europe 2020**

Available in English via EUR-lex\_  
<http://eur-lex.europa.eu/en/index.htm>  
Search criteria:                   Type: - SWD final  
  Year: 2012  
  Number: 100

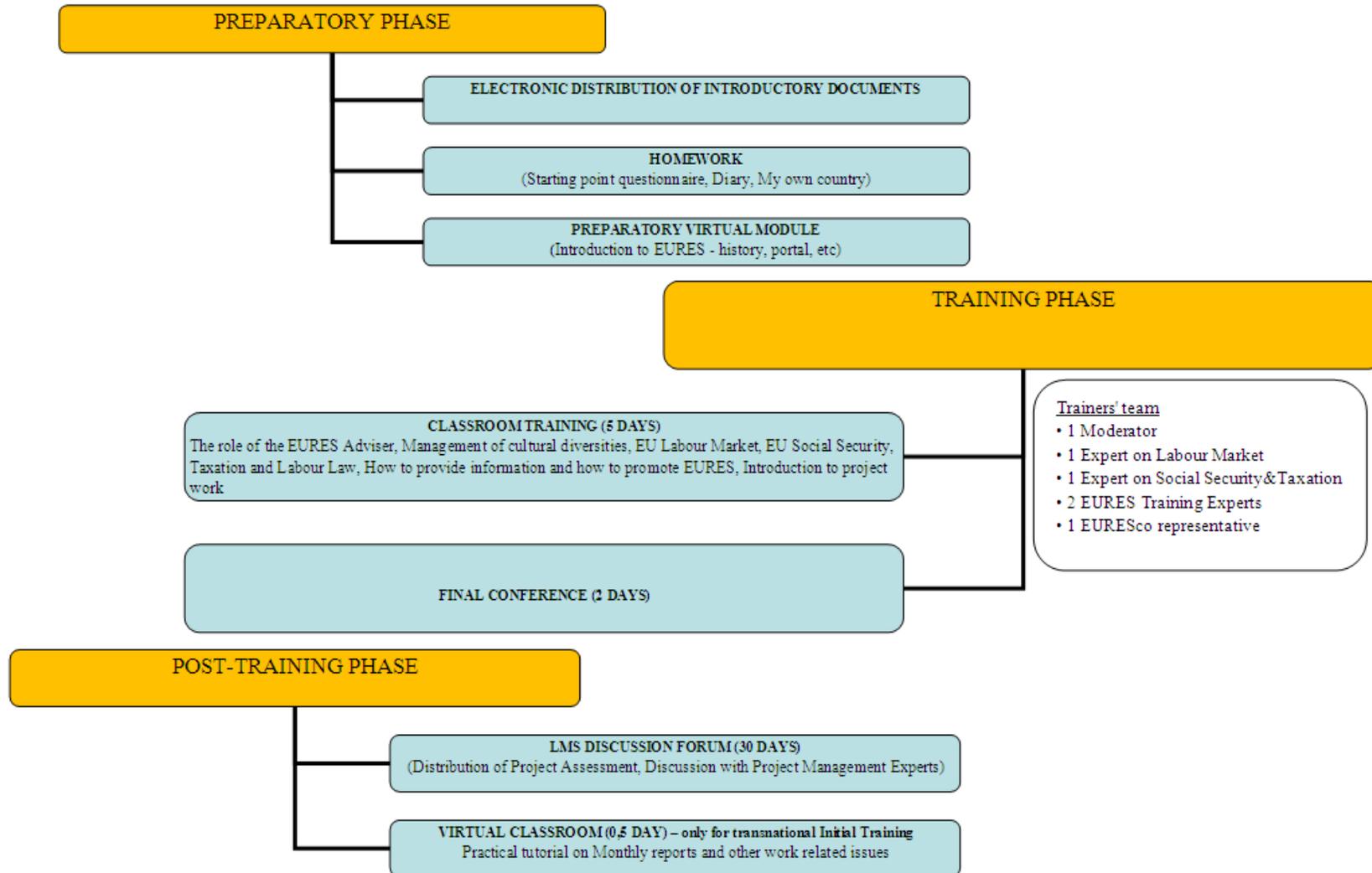
## ANNEX V – 2012 EURES TRAINING OVERVIEW/CATALOGUE

### 2012 EURES INITIAL TRAINING: PLANNING OF COURSES

INITIAL TRAINING	TYPE	LANGUAGE	DURATION (days)	PARTICIPANTS	2012											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>GROUP 1</b>	transnational	EN	0,5 (homework + virtual) + 5	25		X										
<b>GROUP 2</b>	transnational	FR	0,5 (homework + virtual) + 5	25			X									
<b>GROUP 3</b>	transnational	EN	0,5 (homework + virtual) + 5	25				X								
<b>GROUP 4 (ADVANCED)</b>	transnational	EN	0,5 (homework + virtual) + 5	25					X							
<b>GROUP 5</b>	transnational	DE	0,5 (homework + virtual) + 5	25						X						
<b>Final Conference</b>	transnational	EN, FR, DE	2	125									X			
<b>LMS Discussion Forum(optional)</b>	transnational	EN, FR, DE	30 days	125										X		
<b>Virtual Classroom (optional)</b>	transnational	EN, FR, DE	5 x 0,5 days	125											X	
<b>GROUP 1</b>	cross-border	EN	0,5 (homework + virtual) + 3	25										X		
<b>GROUP 2</b>	cross-border	FR or DE	0,5 (homework + virtual) + 3	25										X		
<b>Final Conference</b>	cross-border	EN, FR, DE	2	50												X
<b>LMS Discussion Forum(optional)</b>	cross-border	EN, FR, DE	30 days	50												X

# STRUCTURE OF INITIAL TRAINING

## (FOR EURES ADVISERS DEALING WITH INTRA-EEA LABOUR MOBILITY)



## 2012 EURES ADVANCED TRAINING: PLANNING OF COURSES

COURSE	LANGUAGE	DURATION (days)	PARTICIPANTS	EDITION (n°)	2012											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Multicultural Issues	EN	3	25	2		X			X							
Project Management	EN	3	25	1			X									
	FR or DE	3	25	1									X			
EU Resources for Job Mobility	EN	3 + 0,5 (virtual)	25	2				X						X		
Social Security & Taxation	EN	3	25	1						X						
	FR or DE	3	25	1											X	
Geographical and Job Mobility in Europe	EN	3 + 0,5 (virtual)	25	2				X								X
Key skills for dealing with EURES stakeholders	EN	3	25	2						X					X	

## **2012 EURES ADVANCED TRAINING COURSES OVERVIEW**

### **MULTICULTURAL ISSUES**

#### **Training aim**

To provide participants with a comprehensive introduction to multicultural environments for enhancing the level of knowledge of working in multicultural teams and contexts. At the end of the course participants will increase the capability to understand behaviours and attitudes in multicultural environments, in order to overcome relational obstacles and to identify leverages and behaviours that work more effectively with different nationalities

#### **Training objectives**

- Acquiring knowledge and techniques to increase and improve the communication process and comprehension with citizens that belong to different cultures and geographical contexts.
- Developing the capacity of co-operation and interaction with multicultural teams (inside the EURES Network and with other partnerships), enhancing EURES advisors' skills and potential.
- Identifying weaknesses and critical points in the delivery of EURES' services for customers coming from other cultures, or in collaboration with colleagues and operators from other European countries.
- Spreading the skills of "active listening", recognition, safeguard and use of cultural differences in working relationships and work groups
- Supporting the skills of EURES Advisers in teamwork and cooperation contexts, creating working environments in which the "diversity" might be expressed and turned into a resource for both the organisation and individuals

#### **Training duration**

3 days

#### **Target profile**

25 EURES Advisers working in Public Employment Services and in other institutions or bodies belonging to the EURES network. Candidates have attended EURES Initial Training and work in the EURES Network providing EURES services and advising jobseekers and employers.

## Training plan

UNIT TITLE	CONTENTS
<b>1. Understanding Cultures</b>	<ul style="list-style-type: none"><li>▪ Culture definition</li><li>▪ Understanding cultures – definition and models</li><li>▪ Understanding cultures – values</li></ul>
<b>2. Clearing intercultural hurdles</b>	<ul style="list-style-type: none"><li>▪ Best practices with different cultures</li><li>▪ Clearing intercultural hurdles</li><li>▪ Culture shock</li></ul>
<b>3. Intercultural competence development</b>	<ul style="list-style-type: none"><li>▪ Intercultural competence development</li><li>▪ Intercultural competence and jobseekers</li></ul>
<b>4. Intercultural relations</b>	<ul style="list-style-type: none"><li>▪ Intercultural relations and PES</li><li>▪ Cultures and communication styles</li></ul>

## Training methods

Lesson, Case studies, Revisiting participants' experience, Team work exercises and Case studies on behavioural schemes.

## Trainers' team

- 1 Moderator
- 1 Expert on multicultural issues
- 1 EURES Training Expert
- 1 EURES Coordination office representative (optional)

## Training facilities

- A large room for the lessons (U-shape form), exercises and teamwork equipped of projector and flipchart.
- Training room and common space (for relaxing, sharing opinions and socialising) are accessible also to people with physical disabilities

## Certification

Certificate of Attendance and Completion.

## **PROJECT MANAGEMENT**

### **Training aim**

To provide participants with key methods, techniques and tools in projects' planning, management and evaluation. The acquired skills will support participants in managing projects they are carrying out to match work demand and supply at European level, but will also help them to improve effectiveness and efficiency of their daily work activities.

### **Training objectives**

- Applying the right models and methods to analyse a complex project in all its components, identifying actors and networks, objectives and expected results, tools and resources.
- Transforming a project that includes contacts at international level into a practical and feasible work plan within the given timeframe and in accordance with available financial and human resources.
- Applying project management methods to intermediation activities for European mobility, taking into account relations with citizens and employers and effectively managing time and priorities.
- Applying techniques and metrics to measure and control project progress and employed resources, in terms of incurred costs or time, in order to accomplish the scheduled activities.
- Implementing monitoring methods and activities, in order to verify compliance with the work plan, promptly identify critical factors and unforeseen events and apply the most appropriate solution.
- Improving collaboration in projects that are carried out by EURES advisers within EURES network.

### **Training duration**

3 days

### **Target profile**

25 EURES Advisers working in Public Employment Services and in other institutions or bodies belonging to the EURES network. Candidates have attended EURES Initial Training and work in the EURES Network providing EURES services and advising jobseekers and employers.

## Training plan

UNIT TITLE	CONTENTS
<b>1. Project setting</b>	<ul style="list-style-type: none"><li>▪ The Project Management: basics and project life cycle</li><li>▪ Acquisition of the basic concept of project management using the ‘project kit’ exercise</li><li>▪ Project complexity, stakeholder analysis, scope and goals: how to identify the main factors in the project setting</li></ul>
<b>2- Project start-up</b>	<ul style="list-style-type: none"><li>▪ Start-up of projects: start-up principles and the ‘warning points’</li><li>▪ Planning, methods and tools to support project planning activities</li><li>▪ WBS (Work Breakdown Structure) technique as a tool for designing the logical structure of a project.</li></ul>
<b>3. Project execution</b>	<ul style="list-style-type: none"><li>▪ Methods and tools at the basis of project management and control</li><li>▪ The “Gantt chart” as a scheduling technique</li><li>▪ Risks and setbacks in EURES projects, and application of the “Risk analysis” matrix to a project</li></ul>
<b>4. Project closure</b>	<ul style="list-style-type: none"><li>▪ Evaluation of a project</li><li>▪ Project assessment: how to identify the indicators</li><li>▪ Collating information and communicating the project: methods for planning the communication activities</li><li>▪ The project communications matrix</li><li>▪ How to disseminate project outcomes</li></ul>

## Training methods

Lessons, Team work exercises, Case studies, Round table

## Trainers' team

- 1 Moderator
- 1 Expert on Project Management
- 1 EURES Training Expert
- 1 EURES Coordination office representative (optional)

## Training facilities

- A large room for the lessons (U-shape form), exercises and teamwork equipped of projector and flipchart.
- Training room and common space (for relaxing, sharing opinions and socialising) are accessible also to people with physical disabilities

## Certification

Certificate of Attendance and Completion.

## **EU RESOURCES FOR JOB MOBILITY**

### **Training aim**

To provide tools and method to foster cooperation with European facilities for geographical and job mobility. At the end of the course participants will be able to identify and outline actions that can be carried out to enhance synergies and cooperation with networks that facilitate work mobility at European level.

### **Training objectives**

- Discerning the links between EURES and the main European facilities for job mobility
- Enhancing the level of knowledge on activities aimed at developing partnerships and cooperation
- Learning how to put into action effective engagement activities of other European facilities, using the ‘stakeholder engagement’ method
- Discussing current and potential cooperation fields with other European facilities, based on real experiences
- Knowing purposes and activities of some of the most representative European facilities
- Identifying methods to strengthen partnerships through shared activities of cooperation review between EURES Network and European facilities

### **Training duration**

0,5 day (virtual) + 3 days

### **Target profile**

25 EURES Advisers working in Public Employment Services and in other institutions or bodies belonging to the EURES network. Candidates have attended EURES Initial Training and work in the EURES Network providing EURES services and advising jobseekers and employers.

## Training plan

UNIT TITLE	CONTENTS
<b>0. Virtual Unit (mandatory)</b>	<ul style="list-style-type: none"><li>▪ EU resources for job mobility: who are we talking about</li><li>▪ What is the role and aim of EU resources?</li></ul>
<b>1. Mapping European facilities and engagement fields</b>	<ul style="list-style-type: none"><li>▪ Building co-operation with European facilities on national level: process and stages</li><li>▪ Methods and tools - 1st stage: setting</li></ul>
<b>2. From the current scenario to engagement objectives</b>	<ul style="list-style-type: none"><li>▪ Co-operating with European facilities</li><li>▪ Methods and tools - 2nd stage: Analysis</li></ul>
<b>3. Planning and implementing engagement</b>	<ul style="list-style-type: none"><li>▪ European facilities: Illustrating purpose and activities of some of the European facilities</li><li>▪ Co-operation among European facilities</li><li>▪ Organising engagement activities</li><li>▪ Methods and tools - 3rd stage: Start-up</li></ul>
<b>4. Monitoring and review</b>	<ul style="list-style-type: none"><li>▪ Methods and tools - 4th stage: Monitoring and review</li><li>▪ Sharing reviews of the engagement progress</li></ul>
<b>5. Networking skills</b>	<ul style="list-style-type: none"><li>▪ Techniques and behaviours – Networking skills</li><li>▪ Networking and communication – gaps and best practices</li></ul>

## Training methods

- Virtual Unit preparatory to the classroom course (mandatory)
- Lesson, Case study, Stakeholder's round table, Exercises and teamwork.

## Trainers' team

- 1 Moderator
- 1 Expert on tools and method to foster cooperation with European facilities for geographical and job mobility
- 1 EURES Training Expert
- 1 EURES Coordination office representative (optional)

## Training facilities

- A large room for the lessons (U-shape form), exercises and teamwork equipped of projector and flipchart.
- Training room and common space (for relaxing, sharing opinions and socialising) are accessible also to people with physical disabilities

## Certification

Certificate of Attendance and Completion.

## **SOCIAL SECURITY & TAXATION**

### **Training aim**

The main objective of the course is to provide the participants with specific and detailed information and knowledge on the main systems of Social Security and Taxation applied in EEA countries, which may affect the process of geographical job mobility in a significant way.

### **Training objectives**

- Better understanding on how the EC jurisprudence is impacting on national taxation systems, through the exposition of the most significant cases.
- Obtaining a frame of reference for taxation systems in every EEA country, with particular regard to the taxation fields that EURES Advisers have to deal with (taxation of income from employment, self-employment and professional occupations; taxation and social security contributions and benefits; taxation of pensions and similar remuneration for past employment.
- Gathering a “reasoned map” of the main types of problems deriving from the misalignment between taxation systems, in order to give appropriate preventive information and assistance to EURES customers.
- Individuating specific criticalities existing in different countries. The topic will be introduced with the exposition of the most frequent criticality fields, and developed by means of sharing information about possible rules, procedures or practices that discriminate non-national workers in each participant’s national taxation system.
- Individuating how to capitalise the collected information during the daily EURES activities and within the EURES network, concerning possible obstacles in mobility deriving from the misalignment of taxation systems.

### **Training duration**

3 days

### **Target profile**

25 EURES Advisers working in Public Employment Services and in other institutions or bodies belonging to the EURES network. Candidates have attended EURES Initial Training and work in the EURES Network providing EURES services and advising jobseekers and employers.

## Training plan

UNIT TITLE	CONTENTS
<b>1. Social security schemes and their impact on geographical mobility</b>	<ul style="list-style-type: none"><li>▪ EU Social Security in EU and the introduction to EU Regulations (TFEU and Regulations)</li><li>▪ The contributions rules</li><li>▪ Special non-contributory benefits and contribution exemptions (e.g. posted workers, self-employed etc.)</li><li>▪ Multi-state activities: rules and recommendations</li><li>▪ Categories of benefits: traditional (sickness, unemployment, maternity, family benefits etc.) and additional benefits (pre-retirement and paternity benefits etc.)</li></ul>
<b>2. Taxation and social security</b>	<ul style="list-style-type: none"><li>▪ Knowledge of the health care social system in EU</li><li>▪ Other benefits: benefits in cash, maternity benefit, work accidents, disability benefits, old-age benefits, survivor's benefit,</li><li>▪ The International Taxation</li></ul>

### Training methods

- Lesson, Exercises, Case studies

### Trainers' team

- 1 Moderator
- 1 Expert on social security and taxation issues
- 1 EURES Training Expert
- 1 EURES Coordination office representative (optional)

### Training facilities

- A large room for the lessons (U-shape form), exercises and teamwork equipped of projector and flipchart.
- Training room and common space (for relaxing, sharing opinions and socialising) are accessible also to people with physical disabilities

### Certification

Certificate of Attendance and Completion.

## **GEOGRAPHICAL AND JOB MOBILITY IN EUROPE**

### **Training aim**

The course aims at providing participants with information, tools and knowledge about the link between job mobility and geographical mobility in Europe, in order to better understand and manage the services provided to jobseekers. The acquired skills will help participants in supporting customers, choosing the best solution for them on the basis of their typology of mobility.

### **Training objectives**

- Getting a better overview of the complex phenomenon of mobility in Europe, a common vocabulary, the labour market context and the key role of labour mobility in reaching Europe 2020 targets
- Providing knowledge for identifying characteristics and experiences of mobile workers, their reality of working in another country and the incumbent consequences, in order to better support them in their geographical and job transition to a different country.
- Sharing good practises in order to better understand the scale and nature of geographical and job mobility within the European Union and provide customers with personalised and more effective services (on the basis of their needs and their motivation for mobility decision)
- Provide EURES advisers with an overview of resources aimed at identifying labour market's trends

### **Training duration**

0,5 day (virtual) + 3 days

### **Target profile**

25 EURES Advisers working in Public Employment Services and in other institutions or bodies belonging to the EURES network. Candidates have attended EURES Initial Training and work in the EURES Network providing EURES services and advising jobseekers and employers.

## Training plan

UNIT TITLE	CONTENTS
<b>0. Virtual Unit (mandatory)</b>	<ul style="list-style-type: none"><li>▪ What is geographical and job mobility?</li><li>▪ What is the link with labour market trends?</li><li>▪ What is the impact of geographical and job mobility on EURES?</li></ul>
<b>1. The labour market context</b>	<ul style="list-style-type: none"><li>▪ Labour mobility: a common vocabulary</li><li>▪ The Labour Mobility laboratory</li><li>▪ Labour mobility as a key factor in reaching Europe 2020 targets</li><li>▪ Mobility and trends in the current labour market</li></ul>
<b>2. Getting to know your client</b>	<ul style="list-style-type: none"><li>▪ Targets' typologies of geographical and job mobility in European countries</li><li>▪ Profiling your clients</li><li>▪ Barriers to labour mobility and strategies to overcome them</li><li>▪ Facilitating matching between skills and labour demand and supply</li></ul>
<b>3. Learning from best practices</b>	<ul style="list-style-type: none"><li>▪ Best practices in geographical and job mobility</li></ul>
<b>4. Useful resources available to support mobile workers</b>	<ul style="list-style-type: none"><li>▪ Resources and tools to support EURES advisers and mobile workers</li></ul>

### Training methods

- Virtual Unit preparatory to the classroom course (mandatory)
- Lesson, Team work exercises; Case studies.

### Trainers' team

- 1 Moderator
- 1 Expert on geographical and job mobility
- 1 EURES Training Expert
- 1 EURES Coordination office representative

### Training facilities

- A large room for the lessons (U-shape form), exercises and teamwork equipped of projector and flipchart.
- Training room and common space (for relaxing, sharing opinions and socialising) are accessible also to people with physical disabilities

### Certification

Certificate of Attendance and Completion.

## **KEY SKILLS FOR DEALING WITH EURES STAKEHOLDERS**

### **Training aim**

The course aims at providing participants with information, tools and knowledge about the activation, implementation and management of relationships, communication and co-operation with EURES stakeholders (Universities, Trade Unions, Employers' Associations, Mobility Agencies, Municipalities, Chambers of Commerce etc) in order to enhance and improve the efficiency and effectiveness of EURES services.

### **Training objectives**

- Getting a better view of the main stakeholders in the EURES Network, their role and responsibilities.
- Providing information and tools for analysing stakeholders and engage them.
- Providing tools and knowledge for designing and implementing an efficient communication strategy addressed to EURES stakeholders
- Providing tools for using teambuilding principles and practices in order to enhance stakeholders' team performance variables.
- Enhancing the awareness on mechanisms and dynamics linked to stakeholders' group problem solving and decision making processes
- Sharing good practices in order to better understand in which way it is possible to deal, enhance and improve the co-operation and interaction with EURES stakeholders.

### **Training duration**

3 days

### **Target profile**

25 EURES Advisers working in Public Employment Services and in other institutions or bodies belonging to the EURES network. Candidates have attended EURES Initial Training and work in the EURES Network providing EURES services and advising jobseekers and employers.

## Training plan

UNIT TITLE	CONTENTS
<b>1. EURES stakeholders focus</b>	<ul style="list-style-type: none"><li>▪ Who are the EURES stakeholders? Role, responsibilities and context</li><li>▪ What are the specific issues in dealing with EURES stakeholders?</li><li>▪ Classification of stakeholders and action plan</li><li>▪ Why EURES stakeholders can improve the provision of EURES services? Approaches, areas and contact point for dealing with them</li></ul>
<b>2. EURES stakeholders' communication strategy</b>	<ul style="list-style-type: none"><li>▪ Communication Strategy and Planning: methods to inform different groups including timing and frequency</li><li>▪ Communication plan for involving stakeholders and creating a continuous dialogue with them</li><li>▪ Communication challenges, communication needs assessment, communication and presentation tools</li></ul>
<b>3. EURES Stakeholders engagement</b>	<ul style="list-style-type: none"><li>▪ Stakeholders Commitment</li><li>▪ Effective and meaningful stakeholder engagement as a two-way dialogue</li><li>▪ Teambuilding and sharing objectives and results with stakeholders groups</li><li>▪ Co-operation on operations/activities for enhanced community confidence</li><li>▪ Problem solving and conflict resolution</li><li>▪ Assessment and monitoring of stakeholders involvement and participation</li></ul>

## Training methods

- Lesson, Team work exercises; Case studies.

## Trainers' team

- 1 Moderator
- 1 Expert on stakeholders engagement tools and strategies
- 1 EURES Training Expert
- 1 EURES Coordination office representative

## Training facilities

- A large room for the lessons (U-shape form), exercises and teamwork equipped of projector and flipchart.
- Training room and common space (for relaxing, sharing opinions and socialising) are accessible also to people with physical disabilities

## Certification

Certificate of Attendance and Completion.

## 2012 EURES VIRTUAL TRAINING: PLANNING OF COURSES

COURSE	LANGUAGE	MINIMUM DURATION	MAX. NUMBER OF PARTICIPANTS	2012						
				Apr	May	Jun	Jul	Aug	Sep	Oct
<b>EU resources for job mobility</b>	EN	4 hours	100	X						
<b>Geographical and job mobility in Europe</b>	EN	4 hours	100	X						
<b>Multicultural Issues</b>	EN	4 hours	100		X					
<b>Social Security &amp; Taxation</b>	EN	4 hours	100			X				
<b>Practical tools for EURES advisers</b>	EN	4 hours	100							X

## 2012 EURES VIRTUAL TRAINING COURSES OVERVIEW

### EU RESOURCES FOR JOB MOBILITY

#### **Training aim**

To provide participants with a comprehensive introduction to EU Resources for enhancing the level of knowledge of working and dealing with different stakeholders. At the end of the course participants will increase the capability to find correct information for employers and jobseekers using resources available online.

#### **Training objectives**

- Knowing main European facilities for job mobility, their role and aims.
- Discerning the links between EURES and the main (other) European facilities for job mobility
- Knowing purposes and activities of some of the most representative European facilities

#### **Training duration**

4 hours (each participant can stop and start the course at any time, the course will be available online for one month)

#### **Target profile**

EURES advisers in possession of Initial Training certificate, EURES Managers and members of personnel involved in the delivery of EURES services (EURES Assistants, Line Managers and others).

#### **Training plan**

UNIT TITLE	CONTENTS
<b>1. EU Resources as a tool for European labour integration</b>	<ul style="list-style-type: none"><li>▪ What is an EU resource?</li><li>▪ What is the contribution of EU resources to EURES services?</li><li>▪ Why to use an EU resource?</li></ul>
<b>2. EU Resources for dealing with employers</b>	<ul style="list-style-type: none"><li>▪ EU resources for dealing with employers in back office activities</li><li>▪ EU resources for dealing with employers in front office activities</li></ul>
<b>3. EU Resources for dealing with jobseekers</b>	<ul style="list-style-type: none"><li>▪ EU resources for dealing with jobseekers in back office activities</li><li>▪ EU resources for dealing with jobseekers in front office activities</li></ul>

## **Training methods**

The course is organized in small pedagogical units aimed at facilitating memorizing and to be viewed autonomously. Each unit is structured in 2 main components: material (like slides PowerPoint) and video component as well as detection and assessment activities, like self-assessment quiz, additional documents, case studies and open questions. A Tutor will support participants during the training and an expert on EU Resources will be available for replying to any questions.

## **Trainers' team**

- 1 Tutor
- 1 Expert on EU Resources

## **Training requirements**

- The necessary time for participating at the virtual training (4 hours in a month).
- The necessary technical equipment. For the classic virtual training the following equipment is needed: PC with Internet connection and disabled firewalls (ahead of the course, participants can test the compatibility of their equipment with the e-learning platform. In case of any technical problems they will be assisted by our IT expert to find the solution).

## **Certification**

Certificate of Attendance and Completion.

## **GEOGRAPHICAL AND JOB MOBILITY IN EUROPE**

### **Training aim**

The course aims at providing participants with information, tools and knowledge about the link between job mobility and geographical mobility in Europe, in order to better understand and manage the services provided to jobseekers. The acquired skills will help participants in supporting customers, choosing the best solution for them on the basis of their typology of mobility.

### **Training objectives**

- To develop a deeper understanding and knowledge of theoretical elements of geographical mobility
- To foster geographical mobility
- To learn how to adapt to different types of migration
- To share best practices in European context
- To acquire concepts and methods to facilitate geographical mobility
- To identify effective ways to overcome geographical obstacles

### **Training duration**

4 hours (each participant can stop and start the course at any time, the course will be available online for one month)

### **Target profile**

EURES advisers in possession of Initial Training certificate, EURES Managers and members of personnel involved in the delivery of EURES services (EURES Assistants, Line Managers and others).

### **Training plan**

<b>UNIT TITLE</b>	<b>CONTENTS</b>
<b>1. Introduction to Geographical and job Mobility</b>	<ul style="list-style-type: none"><li>▪ Learning Objectives</li><li>▪ Preliminary statements</li></ul>
<b>2- The labour market context for mobility</b>	<ul style="list-style-type: none"><li>▪ Policy context</li><li>▪ Geographical mobility in Europe: main issues</li><li>▪ New patterns of migration</li></ul>
<b>3. Migration and mobility</b>	<ul style="list-style-type: none"><li>▪ Situation of migrants before and after the recession</li><li>▪ Models of return migration</li></ul>
<b>4. Mobility Services</b>	<ul style="list-style-type: none"><li>▪ EURES advisers role in mobility</li><li>▪ EURES resources for mobility</li></ul>

### **Training methods**

The course will be organized in small pedagogical units aimed at facilitating memorizing and to be viewed autonomously. Each unit is structured in 2 main components: material (like slides PowerPoint) and video component as well as detection and assessment activities, like self-assessment quiz, additional documents, case studies and open questions. A Tutor will support participants during the training and an expert on geographical and job mobility will be available for replying to any questions.

### **Trainers' team**

- 1 Tutor
- 1 Expert on Geographical and job mobility

### **Training requirements**

- The necessary time for participating at the virtual training (4 hours in a month).
- The necessary technical equipment. For the classic virtual training the following equipment is needed: PC with Internet connection and disabled firewalls (ahead of the course, participants can test the compatibility of their equipment with the e-learning platform. In case of any technical problems they will be assisted by our IT expert to find the solution).

### **Certification**

Certificate of Attendance and Completion.

## **MULTICULTURAL ISSUES**

### **Training aim**

To provide participants with a comprehensive introduction to multicultural environments for enhancing the level of knowledge of working in multicultural teams and contexts. At the end of the course participants will increase the capability to understand behaviours and attitudes in multicultural environments, in order to overcome relational obstacles and to identify leverages and behaviours that work more effectively with different nationalities.

### **Training objectives**

- To develop a deeper understanding and knowledge of different elements of a culture
- To correctly interpret behaviours belonging to other cultures
- To foster intercultural competence
- To learn how to adapt to different communication styles
- To share best practices in multicultural cooperation and teamworking
- To focus cultural features of countries
- To acquire concepts and methods to facilitate relations with other cultures
- To identify effective ways to overcome cultural obstacles

### **Training duration**

4 hours (each participant can stop and start the course at any time, the course will be available online for one month)

### **Target profile**

EURES advisers in possession of Initial Training certificate, EURES Managers and members of personnel involved in the delivery of EURES services (EURES Assistants, Line Managers and others).

### **Training plan**

<b>UNIT TITLE</b>	<b>CONTENTS</b>
<b>1. Understanding cultures</b>	<ul style="list-style-type: none"><li>▪ Culture definitions and concepts</li><li>▪ Values as cultural dimensions</li></ul>
<b>2. Clearing cultural hurdles</b>	<ul style="list-style-type: none"><li>▪ Prejudices, stereotypes</li><li>▪ Cultural orientation</li><li>▪ Dealing with culture shock</li></ul>
<b>3. Intercultural Competence development</b>	<ul style="list-style-type: none"><li>▪ Intercultural competence meaning</li><li>▪ Ethnocentric stages</li><li>▪ Ethno-relativistic stages</li></ul>
<b>4. Intercultural Communication</b>	<ul style="list-style-type: none"><li>▪ Intercultural matters when communicating, meeting, team working</li></ul>

## **Training methods**

The course will be organized in small pedagogical units aimed at facilitating memorizing and to be viewed autonomously. Each unit is structured in 2 main components: material (like slides PowerPoint) and video component as well as detection and assessment activities, like self-assessment quiz, additional documents, case studies and open questions. A Tutor will support participants during the training and an expert on multicultural issues will be available for replying to any questions.

## **Trainers' team**

- 1 Tutor
- 1 Expert on Multicultural Issues

## **Training requirements**

- The necessary time for participating at the virtual training (4 hours in a month).
- The necessary technical equipment. For the classic virtual training the following equipment is needed: PC with Internet connection and disabled firewalls (ahead of the course, participants can test the compatibility of their equipment with the e-learning platform. In case of any technical problems they will be assisted by our IT expert to find the solution).

## **Certification**

Certificate of Attendance and Completion.

## **SOCIAL SECURITY & TAXATION**

### **Training aim**

The main objective of the course is to provide the participants with specific and detailed information and knowledge on the main systems of Social Security and Taxation applied in EEA countries, which may affect the process of geographical job mobility in a significant way.

### **Training objectives**

- Better understanding on how the EC jurisprudence is impacting on national taxation and social security systems.
- Obtaining a frame of reference for taxation and social security systems in every EEA country, with particular regard to the taxation and social security fields that EURES Advisers have to deal with.
- Gathering a “reasoned map” of the main types of problems deriving from the misalignment between taxation and social security systems.
- Individuating specific criticalities existing in different countries.

- Individuating how to capitalise the collected information during the daily EURES activities and within the EURES network, concerning possible obstacles in mobility deriving from the misalignment of taxation and social security systems.

### **Training duration**

4 hours (each participant can stop and start the course at any time, the course will be available online for one month)

### **Target profile**

EURES advisers in possession of Initial Training certificate, EURES Managers and members of personnel involved in the delivery of EURES services (EURES Assistants, Line Managers and others).

### **Training plan**

<b>UNIT TITLE</b>	<b>CONTENTS</b>
<b>1.Introduction to Social Security</b>	<ul style="list-style-type: none"> <li>▪ Introduction to EU regulation</li> <li>▪ The contributions rules</li> </ul>
<b>2.Social Security benefits</b>	<ul style="list-style-type: none"> <li>▪ Unemployment benefits</li> <li>▪ Family benefits</li> <li>▪ Healthcare Benefits</li> <li>▪ Other Benefits</li> </ul>
<b>3. Taxation</b>	<ul style="list-style-type: none"> <li>▪ Taxation Issues</li> <li>▪ Where to get the information about taxation and Social Security</li> </ul>

### **Training methods**

The course will be organized in small pedagogical units aimed at facilitating memorizing and to be viewed autonomously. Each unit is structured in 2 main components: material (like slides PowerPoint) and video component as well as detection and assessment activities, like self-assessment quiz, additional documents, case studies and open questions. A Tutor will support participants during the training and an Expert on social security and taxation issues will be available for replying to any questions.

### **Trainers' team**

- 1 Tutor
- 1 Expert on social security and taxation issues

## **Training requirements**

- The necessary time for participating at the virtual training (4 hours in a month).
- The necessary technical equipment. For the classic virtual training the following equipment is needed: PC with Internet connection and disabled firewalls (ahead of the course, participants can test the compatibility of their equipment with the e-learning platform. In case of any technical problems they will be assisted by our IT expert to find the solution).

## **Certification**

Certificate of Attendance and Completion.

## **PRACTICAL TOOLS FOR EURES ADVISERS**

### **Training aim**

The course aims at providing participants with information, tools and knowledge about the management of daily and monthly activities of EURES advisers, including management of data on vacancies and tools for co-operation with EURES stakeholders (Universities, Trade Unions, Employers' Associations, Mobility Agencies, Municipalities, Chambers of Commerce etc) in order to enhance and improve the efficiency and effectiveness of EURES services.

### **Training objectives**

- Getting a better view of the main activities of EURES advisers, including their role and responsibilities.
- Providing information and tools for analysing vacancies posted on EURES portal.
- Providing tools and knowledge for designing and implementing an efficient working attitude.
- Providing tools and practices in order to reduce time in managing high workloads.
- Enhancing the awareness of instrument provided to EURES advisers by EURES network.
- Sharing good practices in order to better understand in which way it is possible to deal, enhance and improve the co-operation between EURES advisers.

### **Training duration**

4 hours (each participant can stop and start the course at any time, the course will be available online for one month)

## Target profile

EURES advisers in possession of Initial Training certificate, EURES Managers and members of personnel involved in the delivery of EURES services (EURES Assistants, Line Managers and others).

## Training plan

UNIT TITLE	CONTENTS
<b>1. How to increase effectiveness in managing EURES tasks</b>	<ul style="list-style-type: none"><li>▪ EURES advisers tasks and roles</li><li>▪ General advises for increasing effectiveness and efficiency</li></ul>
<b>2. Tools provided by EURES network for advisers' activities</b>	<ul style="list-style-type: none"><li>▪ Optimisation of functionalities of EURES portal</li><li>▪ Tools for analysing EURES performances and promote advisers' work at local and general level</li><li>▪ Tools for increasing network cooperation</li><li>▪ Tools for increasing matching activities</li></ul>
<b>3. Good practices for EURES advisers</b>	<ul style="list-style-type: none"><li>▪ How to deal with EURES obligatory tasks in a quick and efficient way</li><li>▪ Good practices for everyday work</li><li>▪ Good practices for special events</li><li>▪ Examples of project carried out by EURES advisers</li></ul>

## Training methods

The course will be organized in small pedagogical units aimed at facilitating memorizing and to be viewed autonomously. Each unit is structured in 2 main components: material (like slides PowerPoint) and video component as well as detection and assessment activities, like self-assessment quiz, additional documents, case studies and open questions. A Tutor will support participants during the training. An EURES training Expert and a project management expert will be available for replying to any questions.

## Trainers' team

- 1 Tutor
- 1 EURES Training Expert

## Training requirements

- The necessary time for participating at the virtual training (4 hours in a month).
- The necessary technical equipment. For the classic virtual training the following equipment is needed: PC with Internet connection and disabled firewalls (ahead of the course, participants can test the compatibility of their equipment with the e-learning platform. In case of any technical problems they will be assisted by our IT expert to find the solution).

## Certification

Certificate of Attendance and Completion

## 2012 EURES AD-HOC TRAINING: PLANNING OF COURSES

COURSE	LANGUAGE	DURATION (days)	PARTICIPANTS	EDITION (n°)	2012											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Workshop for Training Coordinators</b>	EN	1,5	31	1									X			
<b>Workshop for Line Managers</b>	EN	2	25	2										X	X	
	FR or DE	2	25	1										X		
<b>Workshop for EURES Managers</b>	EN	2,5	35	1											X	
<b>Workshop for EURES Advisers on Services to Employers</b> <sup>64</sup>	EN	3	25	1												X
<b>Workshop/Conference on EURES Information and Communication Strategy</b> <sup>65</sup>	EN	2	150	1										X		

<sup>64</sup> Still under development. The finalized and tested modules will be included into 2013 Advanced training offer

<sup>65</sup> The Contractor is expected to provide logistical support and Moderator. Content of the workshop is assured by another contractor

## 2012 EURES AD-HOC TRAINING (OVERVIEW OF MAJOR)

### WORKSHOP FOR EURES TRAINING COORDINATORS

#### **Training aim**

The main purpose of the workshop is to provide participants with key information, data and tools for coordinating, organising and monitoring the training activities addressed to EURES advisers from their countries. At the end of the course, each EURES Training Coordinator will be able to manage and coordinate EURES training activities of their colleagues, taking into account timing, procedures and formal requirements.

#### **Training objectives**

- Specifying, understanding and sharing information on the role of the EURES training Coordinator: tasks, tools, requirements, aims.
- Acquiring the right information about structure and articulation of EURES training (Initial, advanced, virtual) and procedures linked to it.
- Collecting data and information needed for managing in the best and efficient way the selection procedure of applicants for different EURES training courses.
- Sharing the quality standards for implementing and managing training coordination activities.

#### **Training duration**

The duration of the workshop will be 1,5 days, preferably from Wednesday morning (starting at 9.00 am) to Thursday afternoon (ending at 15.00 pm).

#### **Target profile**

The workshop will be available to all EURES Training Coordinators of the EURES network (31 countries).

#### **Training plan (as delivered in 2011)**

UNIT TITLE	CONTENTS
<b>1. The role of the EURES Training Coordinator within the EURES Training Structure</b>	<ul style="list-style-type: none"><li>▪ EURES training: structure, implementation and functioning.</li><li>▪ The role, key knowledge and skills of the EURES Training Coordinator.</li></ul>
<b>2. The role of the EURES Training Coordinator within the EURES Training Coordination Process</b>	<ul style="list-style-type: none"><li>▪ EURES training IT tools as facilitator of EURES training coordination. The LMS platform and the e-portfolio.</li><li>▪ Role of EURES Training Coordinator in 3 phases of the coordination process (Collecting the applications, Management of the training process, Monitoring of the training results).</li><li>▪ Tools for quality coordination of EURES training / Implementation of quality standards.</li></ul>

### **Training methods**

- Lesson, Team work exercises; Case studies.

### **Trainers' team**

- 1 Moderator
- 1 responsible from Contractors' team per training type
- 1 EURES Training Expert
- 1 EURES Coordination office representative

### **Training facilities**

- A large room for the lessons (U-shape form), exercises and teamwork equipped of projector and flipchart.
- Training room and common space (for relaxing, sharing opinions and socialising) are accessible also to people with physical disabilities

### **Certification**

Certificate of Attendance and Completion.

## **WORKSHOP FOR EURES LINE MANAGERS**

### **Training aim**

The main purpose of the workshop is to provide participants with key information on EURES, data and tools for coordinating, organising and monitoring the activities of EURES advisers working in their team. At the end of the course, each Line Manager should be able to reply to following questions: *EURES: what's in for me? What can I do to support EURES? What are 'hot' issues for PES and how do they relate to EURES? How can line managers use their own networks to improve the performance of EURES?*

### **Training objectives**

- Providing an overview about EURES Network's aims and functioning, with particular attention to the EURES Guidelines 2010-2013 and their links with Public Employment Services.
- Presenting significant case studies, best practices and experiences regarding the provision of EURES services for enhancing the employment and the mobility of work in order to underline capabilities and opportunities of the integration between EURES and PES.
- Analysing and comparing any effects of the financial crisis on labour market trends and EURES and PES services (e.g. matching of supply and demand of labour, activities addressed to specific target of jobseekers, relations with employers, etc.).

- Collecting and sharing some experiences and best practices in which the collaboration and co-operation of PES with EURES were effective and feasible.
- Gathering and delivering project's idea, tools, methods and approaches helpful for enhancing and improving the integration between EURES and PES taking into account EURES Guidelines 2010-2013 and National PES strategies and outcomes.

### **Training duration**

The duration of the workshop will be 2 days, preferably from Tuesday morning (starting at 9.00 am) to Wednesday afternoon (ending at 5.00 pm).

### **Target profile**

The workshop will be available to 25 Line Managers from all EEA Countries. The workshop can be attended by Line Managers nominated by EURES Managers.

### **Training plan (as delivered in 2011)**

<b>UNIT TITLE</b>	<b>CONTENTS</b>
<b>1. New Challenges for EURES and PES</b>	<ul style="list-style-type: none"> <li>▪ EURES 2010-2013 Guidelines for fighting the financial crisis</li> <li>▪ EURES and multicultural issues</li> <li>▪ EURES functioning: services, tools and activities</li> <li>▪ EURES Training</li> <li>▪ Best practices: examples of EURES success stories</li> <li>▪ Which are the best success' factors and what are the potentialities of EURES?</li> <li>▪ Why it is important to train further EURES Advisors</li> <li>▪ EURES at a glance</li> <li>▪ Study visit in a EURES office</li> <li>▪ How do the integration between PES and EURES carry on? Examples from the EURES office visited</li> <li>▪ EURES and PES services: Similarities and differences</li> </ul>
<b>2. Co-operation between EURES and PES/Integration of EURES into PES</b>	<ul style="list-style-type: none"> <li>▪ Geographical and job mobility in Europe under the financial crisis: trends, strengths and weaknesses</li> <li>▪ How the crisis impacts on the services provided? Can EURES be a support?</li> <li>▪ Challenges and new frontiers for fighting the crisis and replying to EU Agenda 2020</li> <li>▪ PES and EURES: Improving the internal co-operation</li> <li>▪ Experience of internal co-ordination</li> <li>▪ Which are the opportunities of co-operation?</li> <li>▪ EURES Communications Strategy &amp; Toolkit: new developments</li> <li>▪ EURES and Social media</li> <li>▪ How Line Managers can contribute to the communication strategy</li> </ul>
<b>3. Having EURES Adviser as staff member</b>	<ul style="list-style-type: none"> <li>▪ EURES Adviser: role/tasks</li> <li>▪ EURES Adviser: my staff but not only</li> <li>▪ Well Trained EURES Adviser as key EURES' success factor</li> <li>▪ Are the EURES Advisers given enough space/time/resources to perform they daily tasks/follow the training?</li> </ul>

**Training methods**

- Lesson, Team work exercises, Revisiting participants' experience, Case studies, Study visit

**Trainers' team**

- 1 Moderator
- 1 Expert on Labour Market Issues
- 2 EURES Managers
- 1 EURES Training Expert
- 1 EURES Coordination office representative

**Training facilities**

- A large room for the lessons (U-shape form), exercises and teamwork equipped of projector and flipchart.
- Training room and common space (for relaxing, sharing opinions and socialising) are accessible also to people with physical disabilities

**Certification**

Certificate of Attendance and Completion.