

COMPETENCE – Matching competences in higher education and economy: From competence catalogue to strategy and curriculum development

No.	List of the partner institutions	Short name used below	belongs to	explanation of shortcuts
P1	University of Zenica (BA)	Zenica	PCU	PCU = Partner country Universities
P2	WUS Austria (AT)	WUS	WUS	
P3	FH Joanneum (AT)	FHJ Graz	EU partners	
P4	KaHo Sint-Lieven, Gent (BE)	Gent	EU partners	
P5	University of Girona (ES)	Girona	EU partners	
P6	University of Novi Sad (RS)	Novi Sad	PCU	PCU = Partner country Universities
P7	University Ss. Cyril and Methodius University - Skopje (MK)	Skopje	PCU	PCU = Partner country Universities
P8	University of Podgorica (ME)	Podgorica	PCU	PCU = Partner country Universities
P9	Individual Expert, Mr. Oliver Vettori	Mr. Vettori		

OUTPUTS/OUTCOMES										
Output		ACTIVITIES		GOAL	ACTIVITY TYPE	DESCRIPTION OF ACTIVITY	TIMEFRAME	REAL TIME	PRODUCT(s)	ROLES
No.	Title	No.	Title					ca.		
1	Developed and advanced applied methodology for assessing and matching the competences developed at universities and those required by the labour market	1.1.	Compilation of existing methodologies and examples at EU partner universities	To collect and compile methodologies, tools, experiences and examples from Girona, Gent and Graz in order to later adapt them to the needs of the WB partners.	E-mail, mail, phone. Duration: 1,5 months	Coordination: WUS Austria. Partners in Girona, Gent and Graz will be asked to send a compilation of relevant methodologies, tools and examples used at their universities.	Year 1; month 1- 2	Feb-March 2009	1. Compilation of documents and conclusions	1. EU Partners (Girona, Gent, FHJ Graz) - collect and compile methodologies, tools, etc 2. WUS - coordination and consulting 3. PCU - small inputs
		1.2.	Compilation of existing methodologies and examples in SEE (if existing)	To check for possibly existing methodologies, tools, lessons learned, experiences in the WB countries in the field of matching competences between university and economy.	E-mail, mail, phone. Duration: 1,5 months	Coordination: WUS Austria. WUS will contact partner universities in Zenica, Novi Sad, Podgorica and Skopje and ask them to check if they have such methodologies etc., and if they do, submit them to WUS.	Year 1; month 1- 2	Feb-March 2009	1. Compilation of documents and conclusions	1. PCU - collect and compile methodologies, tools, etc.; 2. WUS - coordination and consulting; 3. EU partners - small inputs
		1.3.	Analysis, synthesis and interpretation of data (in Graz)	To hold 2-days Workshop providing space for presentation and analysis of the collected data and research reports, discussions, planning and drafting of the Manual, design of workplan for the next period. At the same time, KICK OFF Event and 1st Consortium meeting will be held.	2-days Workshop in Graz/Austria.	Coordination: WUS. WUS and FH Joanneum will organise the event. All partners will participate.	Y1; month 3	April 2009	1. Presentations; 2. Draft of Manual; 3. Workplan; 4. Kick Off event, 5. 1st Consortium Meeting	PCU and EU partners - present collected materials and compilations, draft the manual, plan the project
		1.4.	Development of a general comprehensive manual for development of competence catalogues and questionnaire preparation	To develop a Manual containing guidelines, recommendations, examples etc. For researching and matching the competences gained at university and those needed by the labour market.	e-mail, mail, phone. Duration: ca. 3 months	Joint development of Manual by all Project partners. Coordination: WUS Austria. Main input: FH Joanneum /Graz	Y1, month 4-6	15.5. - Draft by bernadette // 3.6. - Inputs by Partners // 20.6. - Manual with inputs by Bernadette // 5.7. Feedback by Partners // Finalised by End July	1. General Manual for researching and matching competences. 2. Prepared questionnaires for pilot studies	PCU and EU partners - plan and write the Manual. Main input: FH Joanneum
		1.5.	Presentation of results & best practices from Girona, Gent and Graz (in Zenica)	2 days Workshop in Zenica/Bosnia and Herzegovina. To present the newly published Manual and tools, enable knowledge-transfer from EU partners to WB partners. To enable WB partners and COC staff for autonomous work. To give instructions and plan the work of COCs, plan expected results of COC work	2-days Workshop in Zenica/Bosnia for all project partners.	Coordination WUS and Univ. Zenica. All partners will be invited to the Workshop in Zenica.	Y1, month 7	17.-18. September 2009	1. Workshop materials	1. EU Partners - knowledge ntransfer, providing good practice examples, monitoring & planning of the COC work; 2. PCU - organisation of the Workshop (Zenica), report on work conducted so far, catalogue of questions
ATTENTION: Please refer to activities 5.1. - 5.4. for relevant dissemination activities										

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2	Founded four Competence and Observatory Centres (COC)			To set up the best possible organisational framework for 4 COC for their establishment at the University Management Level	National activity. Internal research by PCU universities at their institutions. Communication per mail, phone. Duration ca. 2.5 months.	PCU analyse the organisational and management structure of their institutions. Consulted by University of Girona, they will make the decision where to place COC centres. Planning of linking COC with business and political environment	Y1, M3-5	April-June 2009	1. Decision on organisational framework of COC within University management	1. University of Girona: Consulting and monitoring; 2. PCU - all other activities; 3. WUS: consulting in quality assurance and management, strategic consulting	
		2.1.	Analysis of the placement/location on UM level								
		2.2.	Selection process for recruitment of COC manager	To define Terms of References (ToR) for COC staff and find optimal personnel solution to lead and to work in the COCs.	National activity - each PCU partner at his own institution. Duration ca. 1,5 months	Each PCU defines ToR for COC staff; publishes job vacancy, selects staff, contracts staff.	Y 1, M3-4	April-May 2009	1. Defined ToR for staff; 2. Selected and contracted CoC staff	1. University of Girona: consulting & monitoring in quality assurance and management, strategic consulting of PCU university management; 2. PCU. Definition of ToR, Announcement, Interviews, Selection, Contracting	
		2.3.	Definition of organisational requirements of the COC	To define organisational and work requirements for the work of COC	National activity - each PCU partner at his own institution. Duration ca. 2.5 months.	Each PCU develops COC ToR, defines internal organisational structures in the Centre, work procedures, rules, and quality assurance measures.	Y 1, M5-7	April 15, 2009 (to be sent by WUS to Partners - also as Information for UM)	1. Defined ToR for COC, 2. Defined internal structure, work procedures, rules and quality assurance measures.	1. PCUs - Tor Development, consulting EU partners, official accepting of ToR and work procedures and rules; 2. EU partners: consulting and monitoring, Quality Assurance	
		2.4.	Equipping of the COC	To provide COCs with appropriate equipment	National activity - each PCU partner at his own institution. Duration: ca 1,5 months.	Equipment purchase	Y 1, M4-5	May-June 2009	1. Purchased equipment for COC	1.4 PCUs purchase the equipment	
		2.5.	Study visit to Graz and Girona	Study visit to relevant offices of FH Joanneum/Austria and University of Girona/Spain. Knowledge transfer to WB COC and PCU University Management, to introduce COCs staff and the PCU Management with procedures and work of EU partners in the fields of competence matching/surveys/competence catalogues/cooperation with business environment and policy makers/nation-wide observation in the fields of competence matching, strategy development for qualification framework etc.	Study visit for PCU to Graz and Girona. Duration	FH Joanneum / Graz and University of Girona will organise the study visits and share their experiences with participants from PCU	Y 1, M 9	2nd part of October 2009 (info on Ryanair flights to be sent until April 5 by WUS to partners, attention: 29.10 is a public holiday in Spain)	1. Study visit to Graz and Girona conducted, 2. shared experiences from Graz and Girona to PCU	1. FHJ Graz and University of Girona organise and implement the study visit, prepare the agenda, host the visits. 2. PCUs - participate in the visits	
		2.6.	2 Trainings for COC staff in Skopje and Novi Sad	Knowledge transfer from 4 EU partners to all 4 COC / PCUs, activity planning and review, outlining a detailed work-plan for pilot studies.	Trainings. 1 Training in Skopje/Macedonia; 1 Training in Novi Sad/Serbia	EU partners will hold the trainings; PCUs will participate	1st training: Y1, M 11	1st training - January 2010; 2nd training - August 2010	1. 2 trainings held; 2. 1st training: preparation of 8 pilot studies made; training for COC/PCU staff; 3. 2nd training - business plan, review of specific manual and questionnaires	1. EU PARTNERS - 1 person from each partner institution will participate as trainer; 2. Novi Sad and Skopje organise and host the training; 3. ALL PCU - send COC staff + 1 representative of University management to the training, postprocess and document information gained	
2.7.	Activity forecast / Business plan for 3 years	Strategy and 3-year business plan development for 4 established COCs	National activity. Each PCU partner at his own institution. Duration: ca. 2,5 months	PCU develop business and activity plans for COC work.	Y2, M 7-9	August - October 2010	1. 3-years COC strategy; 2. business-plan, 3. agreement on strategy and business plan with University management	1. PCU - COC staff and university management develop the documents; 2. WUS Austria - consulting and monitoring			
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3	Conducted eight pilot studies of qualifications acquired at university and those needed by the labour market by applying the methodology developed in the first project phase									
		3.1.	Selection and identification of 8 target study programs and of respective stakeholders from the relevant economic sector (2 per participating WB country)	To select 8 pilot study programs at PCU, which will be conducted to test the compatibility of the competences gained at universities with those needed by economy/employers/companies.	National activity. Each PCU at his own institution. Duration: ca 1,5 months	COC and PCU conduct needs analysis identifying the needs of labour market, and study programs which have an obvious need to improve curriculum to produce labour market relevant skilled employees. Management of each PCU partner, supported by COC, selects 2 study programs which will be analysed in the pilot studies (preferably technical study programs). FH Joanneum Graz supports this process	Y2, m 1-2	Feb-March 2010	1. 2 study programs selected at each pcu	1. PCU and COCs conduct this activity. 2. FHJ Graz, WUS give strategical and organisational support
		3.2.	Adaptation of the general Manual - preparation of a specific Manual for development of competence catalogues for each of the selected study programs. Adaptation and preparation of the questionnaire	To adapt the Manual and questionnaires developed in Activity 1.4. to the specific needs of 8 pilot studies. To build capacities of COC staff through monitored learning by doing. To prepare conducting of 8 pilot studies.	National activity, each PCU at his own institution. Duration: ca. 2,5 months	COC and PCU conduct mentioned activities at their institution. Support and consulting by FHJ Graz.	Y2, M2-4	March - May 2010	1. Adapted Manual, 2. Adapted questionnaires, 3. developed methodology for pilot studies, 4. prepared ground for start of pilot studies	1. PCU and COC conduct this activity. 2. FHJ - support
		3.3.	Conducting 8 pilot studies	To test the compatibility between the competences offered through the 8 pilot study programs and those needed by the respective field of economy, based on methodology developed under 3.2. To prepare for syllabi analysis and giving recommendations for adaptation of study programs. To enable capacity building for COC staff and create preconditions for institutional building of PCUs in general and selected faculties / institutions in particular	National activity, each PCU at his own institution. Duration: ca. 6 months	PCUs - Defining target groups and individuals which will be interviewed (graduates, potential employers, teaching staff etc.); contacting target groups and individuals, interviews, adaptation of questionnaire and procedures. EU partner s- consulting and monitoring	y2, M 6-12	July 2010 - January 2011	1. Study results	1. PCU and COC - conduct the study; 2. EU Partner support them
		3.4.	Analysis and interpretation of study result	To analyse and interpret study results of 8 pilot studies and offer conclusions and recommendations. To contribute to capacity and institution building of COC and PCUs, and other academic institutions in the target WB countries	National activity, each PCU at own institution. Duration: ca 2 months	COC with support by by PCU - Aggregation, analysis and interpretation of questionnaires and other study documentation following the guidelines given in the specific manual. Preparation of workshops (see 3.5. and 3.6.) aimed at analysis of study results and developing guidelines and feedback system for curriculum adaptation, as well as strategy development.	Y2, M 12 - Y3, M 1		1. Document on results of study analysis, conclusions, recommendations; 2. partly prepared workshop (3.5. and 3.6.)	1. COC supported by PCU - questionnaire administration and workshop preparation. 2. EU Partners support them
		3.5.	Workshop on creation of a feedback system for curriculum development / Analysis of syllabi of pilot study programs (combined with 3.6. in Gent)	To develop a feedback system for syllabi analysis and curriculum development based on study results, thus contributing to the European Qualifications Framework system and quality assurance at PCU and other academic institutions in the WB target countries.	Workshop in Gent (3 days)	2 Representatives of each EU partner and 3 repr. of PCUs - WS in Gent combined with a study visit to the 3rd EU partner university. 3-days WS, whereas part of time will be used for getting to know the quality assurance system/qualification framework of Belgium partner and its competence catalogue. See 6.4. for sustainability measures.	Y3, M2 - 3		1. Conclusions, guidelines, strategy recommendations	1. EU Partners - knowledge transfer and consulting during WS. 2. COC - WS preparation synthesis of WS results and translation into guidelines and recommendations. 3. PCU and participating professors - participation in feedback system and strategy development.
		3.6.	Workshop on strategy development for better linking of the 8 target study programs with the world of work / Syllabi analysis (with 3.5. in Gent)	see 3.5.	see 3.5.	see 3.5.; see 6.5. for sustainability measures.	Y3, M2 - 3		see 3.5.	see 3.5.
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No.	Title	No.	Title								
4	Development of a competence catalogue	4.1.	Analysis of the competence catalogues used at EU partner universities	To analyse existing competence catalogues (CC) and prepare for design of the CC adapted to the needs of PCU and study results.	National activity at EU universities	EU partners - Exchange of existing CC and analysis of similarities and differences. Preparation for adaptation of their CC to suit the needs of WB target countries	Y2, M1 - 2		1. Recommendation for CC design for PCUs	1. EU partners - conduct this activity	
			4.2.	Adaptation of existing competence catalogues to the methodology adapted for WB and to the study results	To prepare a template for a CC, based on the existing CCs from EU partners, to be used as one of the main tools for analysing and improving the match of competences gained at university and those needed by the labour market.	National activity at PCU	COC - Review and adaptation of EU partners' CCs and template design for a CC to be published on COMPETENCES web platform which will be tested for the curricula of the study programs analysed in 8 pilot studies.	Y2, M3 - 4		1. CC template;	1. COC and PCU conduct this activity
			4.3.	Development of a web based competence catalogue (web mask)	To develop an electronic CC ready to be used for any study program, and publish it on the COMPETENCES web platform and to make it available to the whole aof academic and business communities of the target WB countries and to other interested stakeholders.	National activity at PCU	COC and PCU - Development of an electronic CC and post it on the web platform.	Y2, M3 - 5		1. electronic CC	1. COC and PCU conduct this activity
			ATTENTION: Please refer to activities 5.1. - 5.4. for relevant dissemination activities								
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5	Disseminated knowledge and experience form pilot project to all academic and non-academic stakeholders and enterprises	5.1.	Dissemination through printed material (Publish. Of general and specific manual, questionnaires, Information Flyers, etc.	Dissemination through printed material produced mainly in outcomes 1, 2, 3, and 4	National activity at PCU	Distribution of materials by targeted mailing, at all events in WB target countries, and at other events that COC and PCU staff visit.	Y1, M4 - Y3, M6		Printed material as specified (General Manual, COC information material, Specific manual with guidelines; CC printed documents)	1. PCU; 2. EU partners support them	
			5.2.	Dissemination through COMPETENCES Web-Platform: Establishment, maintainance and update	Web platform will be established as further main dissemination and sustainability instrument.	National activity at PCUs	Web platform will be promoted by all dissemination channels (5.1., 5.3., 5.4.) and by direct mailing to stakeholders. Linking the platform on stakeholders' own webpages will be requested.	Y1, M9 - Y3, M6		products specified under 5.1. in electronic form	1. PCU; 2. Support by FHJ and WUS Austria
			5.3.	Dissemination through Multiplication: Trainings for other universities and busines communities	Dissemination through multiplication trainings	Nationally: visits to other universities, trainings	Multiplication trainings will be held at all other universities in the target countries, for the staff of the quality assurance offices, university management, professors and students. Special trainings will be held for the business community and political stakeholders	Y1, M12 - Y3, M6		1. visits completed; 2. stakeholders at other universities and business community identified, 3. multiplication trainings held	1. PCU - COC; 2. Support by FHJ and WUS Austria
			5.4.	Dissemination through Events and other activities (continous info and awareness raising events for business & political stakeholdrs, other printed & web materials, networking with other projects, etc.)	To have a complementary dissemination measure to 5.1. - 5.3.	Promotion of the project goal and results within other events	Information dissemination in other awareness-raising events which are not a direct part of this project. Also all additional materials not mentioned above will be published and disseminated in this activity.	Y1, M12 - Y3, M6		1. promotion of the project; 2. lobbying	1. PCU - COC; 2. Support by FHJ and WUS Austria

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6	Ensured sustainability of the project outcomes	6.1.	Planning the financial sustainability for COMPETENCE web platform and COC staff by PCU	To have an official and written conformation of costs takeover by PCU. To have an estimate about the possibility of financial participation by other stakeholders	National activity at PCU and in partner countries	This activity will be strategically carried out during 2nd and 3rd consortium meeting. Furthermore, the possibility of financial participation of other stakeholders will be enquired and presented at consortium meetings.	Y2, M6 - Y3, M3		1. confirmation of takeover of staff costs, 2. contact data of relevant stakeholders	1. PCU; 2. Support and monitoring by FHJ and WUS Austria
		6.2.	Developing of synergies with other running projects in WB countries	To provide a common, strategic, sustainable and national/regional "roof" for existing initiatives in the field university/economy competence matching.	National activity at PCU and in partner countries	All project partners, esp. WUS Austria - Screening of relevant projects in WB target countries. Establishing contact with these project stakeholders. Put a catalogue of links to these projects on the web platform	Y2, M3 - Y3, M6		1. List of relevant projects in PC, contacts established; 2. relevant links published on project homepage	1. PCU; 2. Support and monitoring by FHJ and WUS Austria
		6.3.	Creating national and international networks with academic, business and political partners and stakeholders	To have wide acceptance of project idea and results, usage of its tools, a network of partners for future similar projects to be conducted by COC, a number international partners to support further projects with their expertise etc.	National and regional networking activity	PCU, esp. COC, supported by EU partners - Constant efforts in creating national, regional and international networks to contribute to project's sustainability.	Y2, M3 - Y3, M6		1. distribution of information on project	1. PCU - COC; 2. Support by FHJ and WUS Austria
		6.4.	Defining recommendations for adoption of curricula at PCU	To develop recommendations for curriculum development and adaptation to match learning outcomes with economy requirements.	National activity at PCU	PCU, supported by EU partners - Develop recommendations for curriculum development and adaptation, based on project results, so that learning outcomes better match requirements of the world of work and the economy.	Y2, M6 - Y3, M6		1. recommendations published and accepted by PCU	1. PCU - COC; 2. Support by all EU partners
		6.5.	Ensuring sustainability through strategy development	To develop strategies for better linking of study programs with the world of work and the economy.	National activity at PCU	PCU, supported by EU partners - Develop strategies, based on project results, for better linking of study programs with the world of work and the economy.	Y3, M2 - M4		1. strategy paper published and accepted by PCU	1. PCU - COC; 2. Support by all EU partners
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7	Conducted quality control and monitoring procedures	7.1.	Quality Control of the project implementation and management plan of the project	Assess outcomes 1., 2., 3., 4., 5., 8.	monitoring, support	monitoring, support	Y1, M11 - Y3, M6		1. reports, 2. recommendations	1. WUS Austria (leading partner); 2. FHJ
		7.2.	Quality Control and monitoring of the work of COC centres and staff	Assess outcomes 2., 3., 4., 5.	monitoring, support	monitoring, support	Y1, M11 - Y3, M6		1. reports, 2. recommendations	1. FHJ; 2. WUS Austria; 3. University Gent; 4. University Gerona
		7.3.	Quality Control and monitoring of results: Manuals, Study results, Web Platform, Trainings, etc.	Assess outcomes 1., 2., 3., 4., 5.	monitoring, support	monitoring, support	Y1, M4 - Y3, M6		1. reports, 2. recommendations	1. FHJ; 2. WUS Austria; 3. University Gent; 4. University Gerona
		7.4.	Internal and external evaluation	Assess outcomes 1., 2., 3., 4., 5., 6., 7., 8.	evaluation	evaluation	Y1, M7 - Y3, M6		1. results of internal evaluation; 2. results of external evaluation	1. FHJ; 2. WUS Austria; 3. University Gent; 4. University Gerona
		7.5.	Development of the monitoring tools for long-term impact	Assess outcomes 3. (3.5., 3.6.), 5., 6., 7.	National activity in EU	Developed of monitoring tools catalogue of long term impact	Y2, M8 - Y3, M6		1. monitoring tools catalogue for long-term impact	1. FHJ; 2. WUS Austria; 3. University Gent; 4. University Gerona
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8	Conducted project management	8.1.	Coordination of partner and activity implementation	Smooth implementation of the project	coordinating activity	To coordinate all project activities	Y1, M1 - Y3, M6		Smooth project implementation	1. WUS Austria as project coordinator - main role in this activity; 2. PCU - local and internal coordination
		8.2.	Legal issues and contracting	Smooth implementation of the project	administration	The coordinator is responsible for administration of legal issues, including coordination contract signing with partners, trainers and participants and will arrange all necessary steps and prepare contracts for signing.	Y1, M1 - Y3, M6		1. contracts 2. other legal documents	All Consortium members
		8.3.	Budgetary issues and controlling	Smooth implementation of the project	financial monitoring and reporting	The contractor supported by WUS Austria will take over the budgetary issues and bookkeeping as well as project controlling. The contractor will prepare the financial reports for the EU.	Y1, M1 - Y3, M6		1. financial reports accepted by the European Commission	1. University of Zenica (as contractor) - the main tasks; 2. WUS Austria (as coordinator) - supporting and consulting
		8.4.	Reporting to EU	Smooth implementation of the project	narrative monitoring and reporting	The contractor supported by WUS Austria will act as liaison to the EU and prepare all reports, which includes the final project report and all interim reports as set out in the official regulations.	Y1, M1 - Y3, M6		1. narrative reports accepted by the European Commission	1. Contractor and coordinator - the main role; 2. Inputs by all consortium members, esp. PCU