



European
Commission

EUROPEAN COMMISSION
DG Employment, Social Affairs and Inclusion

Employment and Social Legislation, Social Dialogue
Social Dialogue, Industrial Relations

Call for proposals:	INDUSTRIAL RELATIONS AND SOCIAL DIALOGUE
Reference:	VP/2012/001
Budget Heading:	04.03 03 01

FINAL TECHNICAL IMPLEMENTATION REPORT

Application reference: **VP/2012/001/0143**

Agreement ref.: **VS/2012/0404**

SI2.635870

QUALITATIVE INFORMATION

Results

Original goals

List the original goals and objectives of the action as set out in the grant agreement, and explain how they were met during the implementation period. Please,

- focus on the results/outcomes of your action (i.e., benefits to the target group(s) addressed by your action);
- include detail on what change your action has brought about;
- explain the added value of the action, i.e. the lasting impact and/or multiplier effect.

Important: please note that all activities and deliverables must be presented not here but in the next box .

The aim of the project was to analyse the needs and requirements for better and future-oriented skills and knowledge management in the Metal and Electro Industry (MEI) in Slovenia, Latvia, Slovakia and Lithuania. Together with our university partner FHM/Bielefeld (Germany) we developed tools and methods to support companies (especially SME) in improving their skills and knowledge management and adapting their training programmes and HR strategies to future skill and job needs. The project included training measures, information and dissemination activities for companies. The project also addressed how social partners can contribute to better management of skills and knowledge and provide input for the European debate.

Outcomes:

- Increased awareness of the need for effective skills and knowledge management among SME in MEI and the tools and methods available
- Better management of skills and knowledge in SME in the participating new member states, oriented to future skill and job needs and thus contributing to improved working conditions, better employability and productivity of workers in this sector, thus securing existing jobs
- Improved capacity of social partners to support companies in anticipating, preparing for and managing industrial and demographical change
- Stronger cooperation of social partners on national and European level
- Quality input on management of change for the European debate

The project contributed to addressing the overarching EU employment and social policy challenges as laid down in the Europe 2020 Strategy, especially in the flagship initiative An Agenda for New Skills and Jobs. It includes measures related to the adaptation of social dialogue to changes in employment and work and related challenges, such as

- anticipation, preparation and management of change,
- skills,
- active ageing and
- decent work.

Better knowledge management and improved skills and knowledge levels in companies (especially SME) contribute to the EU's economic renewal strategies, labour market and flexicurity agendas. The cooperation of all stakeholders (companies, social partners, policy makers, education institutions, ...) will bring the right framework conditions in place at European, national and sectoral level for companies to be able to provide the right HR and training measures and for employees to be able to participate in these measures.

Summary of progress of your action

Please summarise your action as well as any difficulties you have faced in implementing it.

Please report separately on each group of activities and/or component of your action.

Activity

Planned

Please shortly present your project plan/activity plan as outlined in the approved action grant agreement.

The project will have three phases: a preparatory phase, an implementation phase and a follow-up phase.

During the preparatory phase the partners will exchange and circulate information. They will meet for the kick-off meeting, establish the project management structure, discuss and agree on the work programme schedule and the evaluation plan. During this phase the partners will prepare and agree on the survey questionnaire and the catalogue of questions for the interviews on national level.

Changes

Was there any variance from the original action plan?

- Yes
 No

Implemented

Please describe the activities. For each group of activities, please describe the deliverables/outputs delivered and the target audience reached during your whole action:

- What **written outputs and information/ dissemination materials** have been produced and published as the result of your action? Provide us with the title and the main subject covered. How many copies were produced and how were they disseminated? Who is the principle target group of these materials? How many language versions have been produced?
- What **type of events** have you organised, when and where did they take place? Describe the participants (total number, country, organisation). What was the main outcome of the events?
- Describe the target audience of your action and where possible provide the indication of number of organisations reached at different levels (i.e. EU, national, cross-industry, sectoral).

The project KnowME was divided into three phases:

- a preparatory phase,
- an implementation phase
- and a follow-up phase.

During the preparatory phase all project partners met at a kick-off meeting in Ljubljana, Slovenia (January 17, 2013). They established and analyzed the project management structure and went through the key project administration documents: work program, evaluation plan and detailed time-schedule. During this phase partners prepared and agreed on the survey questionnaire and catalogue of questions for the interviews on national level and future project work. Project questionnaire and interviews were developed and revised by all partners. Dissemination activities started with the launch of the official project website (know-me.gzs.si).

Activity

Planned

Please shortly present your project plan/activity plan as outlined in the approved action grant agreement.

During the implementation phase the partners will carry out the main project activities such the online-survey and the interviews among companies (SME) in the MEI about skills and knowledge management. Project management will prepare an English project website, informing about project, hosting survey and reporting about results. Partners prepare also information on their own websites in national languages.

Survey and interviews shall explore the age and skill structure of the companies and the measures (transfer and exchange of knowhow, qualifications and trainings, HR measures such as job rotation, ...) in place to preserve and bring forward existing knowhow. We will explore how companies prepare for future skill and job needs, for changes such as demographic change but also industrial change. Special attention will be on their cooperation with and the role of social partners (what support and policy action is needed) and other actors in this field (VET schools, universities, etc.). The results of the survey and the interviews will be discussed at the second partner meeting. CCIS will prepare the overall reports and the partners will prepare national reports on the survey results including recommendations for action (EU, national and sectoral level). FHM Bielefeld will support the partners with their knowhow and expertise during all activities. FHM will organize a 3-day train-trainer-seminar for key personnel of the participating partners and company representatives on effective skills and knowledge management in SME (based on survey results). This seminar shall enable the partners and other key personnel to forward this knowledge and inform other about skills and knowledge management. FHM will in cooperation with CCIS prepare the guide book on skills and knowledge management; attention will be dedicated to the role

of social partners in this process. The guidebook shall be more than usual project publications, which are often a plain summary of different articles. The ambitious guidebook will be developed by business communication department of FHM and include newly generated contents (content with best practices, latest data on related topics, interviews with German company representatives, short statements of stakeholders, ...) with visual materials on every double page. The content shall be fully targeted to the information requirements of SME in Slovenia, Slovakia, Lithuania and Latvia.

The partners (SI, SK, LV and LT) will publish this guidebook in their national languages, FHM the English version.

During the implementation phase the partners will meet three times, once at the beginning to discuss the results of survey and interviews, during training seminar and at the end of the implementation phase to discuss their project work so far and plan the dissemination activities during the follow-up phase. This last partner meeting will take place in Brussels and it will be opportunity to strengthen cooperation at European level and provide input for the European debate (meeting stakeholders).

Changes

Was there any variance from the original action plan?

- Yes
 No

Describe any variance from the original action plan. Describe how and why, provide justification of the change(s) made and impact on project implementation.

There were no major changes compared to original work programme. All partner meetings were carried out successfully and within the timetable. All events (survey, interviews, partner meetings, training, round table) were performed within projects work plan, and the planned number of events and participants has been reached with the exception of the survey. Expected result 500 participants has not been fully achieved - completed 409 responses to our survey despite of major promotional efforts from all partners.

All partners did not fully use their budget available in heading 2 (Accommodation) and heading 3 (Services), partly also in heading 4 (Administration). The reason is that all partners looked for budget accommodation and needed less external services than originally planned.

Implemented

Please describe the activities. For each group of activities, please describe the deliverables/outputs delivered and the target audience reached during your whole action:

- What **written outputs and information/ dissemination materials** have been produced and published as the result of your action? Provide us with the title and the main subject covered. How many copies were produced and how were they disseminated? Who is the principle target group of these materials? How many language versions have been produced?
- What **type of events** have you organised, when and where did they take place? Describe the participants (total number, country, organisation). What was the main outcome of the events?
- Describe the target audience of your action and where possible provide the indication of number of organisations reached at different levels (i.e. EU, national, cross-industry, sectoral).

During the implementation phase, the partners carried out the main project activities such as the online surveying and interviews among HR management in metal and electro industry. During this phase, the partners met three times (May 2013 in Riga, June in Bielefeld and in September 2013 in Brussels) to discuss their current project work and plan the dissemination activities during the follow-up phase. Partners also discussed results of survey analysis, in-depth interview and draft of guidebook, prepared by FHM. Meeting in Brussels has been also an opportunity to strengthen cooperation at European level and provide input for the European debate (meeting stakeholders). CCIS prepared the overall reports and the partners prepared national reports on the survey results including recommendations for action (EU, national and sectoral level). All reports were published in national languages and disseminated to relevant stakeholders. FHM Bielefeld supported partners with their knowhow and expertise during all activities. They have organized a 3-day train-trainer-seminar for key personnel of the participating partners and company representatives on effective skills and knowledge management in SME (based on survey results). In close cooperation with CCIS they prepared the guide book on skills and knowledge management with special attention to the role of social partners in this process. All partners (SI, SK, LV and LT) published guidebook in their national languages and FHM prepared and published the English version.

Activity

Planned

Please shortly present your project plan/activity plan as outlined in the approved action grant agreement.

In the follow-up phase of the project, the during the implementation phase acquired knowledge shall be used to organize national workshops in SI, SK, LT and LV and other information and dissemination activities. In the national workshops (SI, SK, LT and LV) companies (especially SME) will be informed about tools and methods for effective and future-oriented skills and knowledge management. FHM will provide an expert for these workshops, if necessary. The partners will also implement dissemination and promotional activities (round table, final conference, meetings with stakeholders, website information, ...) to raise awareness and make the project results available to as many companies as possible. National and transnational cooperation between parties directly involved and contributing to skills and knowledge management will be strengthened. The partners will also provide ad hoc advise to companies. During the final conference on skills and knowledge management, the partner will meet for the last time in the project. They will discuss the project work (evaluation) and plan their future cooperation.

Changes

Was there any variance from the original action plan?

- Yes
 No

Describe any variance from the original action plan. Describe how and why, provide justification of the change(s) made and impact on project implementation.

All partners did not fully use their budget available in heading 2 (Accommodation) and heading 3 (Services), partly also in heading 4 (Administration). The reason is that all partners looked for budget accommodation, needed less external services than originally planned and foreign experts participated via video conference in events.

Implemented

Please describe the activities. For each group of activities, please describe the deliverables/outputs delivered and the target audience reached during your whole action:

- What **written outputs and information/ dissemination materials** have been produced and published as the result of your action? Provide us with the title and the main subject covered. How many copies were produced and how were they disseminated? Who is the principle target group of these materials? How many language versions have been produced?
- What **type of events** have you organised, when and where did they take place? Describe the participants (total number, country, organisation). What was the main outcome of the events?
- Describe the target audience of your action and where possible provide the indication of number of organisations reached at different levels (i.e. EU, national, cross-industry, sectoral).

In the follow-up phase of the project, all partners subsequently implemented dissemination and promotional activities of obtained results to the stakeholders, target groups and the general public. During the implementation phase acquired knowledge has been used to organize national workshops in SI, SK, LT and LV and other information and dissemination activities. In the national workshops (SI, SK, LT and LV) companies (especially SME) and other social partners were informed about tools and methods for effective and future-oriented skills and knowledge management. The partners also implemented dissemination and promotional activities (round table, final conference, meetings with stakeholders, website information, ...) to raise awareness and make the project results available to as many stakeholders, social partner organisations and companies as possible. National and transnational cooperation between parties directly involved and contributing to skills and knowledge management have been strengthened. The partners also provided ad hoc advise to companies. On the final conference on skills and knowledge management, the partner met for the last time in the project. The discussion revolved primarily about the project work (evaluation) and plans their future cooperation.

In the project participated in

- Transnational meetings: a core group of 4 social partner representative (2 per country) and 2 representatives of FHM and four ad-hoc participants, average 11 persons per meeting (total 44)
- Training workshop: 13 participants from social partner organisations and companies
- National events/workshops: 386 company and workers representatives and other stakeholders

- Final conference: 92 company and workers representatives and other stakeholders

- Survey: 409 companies

- Interviews: 24 company representatives

The project was able to involve social partners, companies and employees as well as relevant public authorities and other stakeholder (training providers, VET schools, ...) in the metal and electro industry at national and European level.

Transnational dimension

Has your project had a transnational dimension?

- Yes
 No

Describe the transnational dimension of the action

Countries involved in the partnership: Latvia, Lithuania, Slovakia, Belgium, Germany and Slovenia, Countries involved in national and transnational events: Guest speaker at final conference from France, Czech republic,

Involving 4 national sectoral organisations and 3 national trade union organizations from the metal and electro industry, as well as 1 European social partner organization and a University of applied sciences, the project has a genuine transnational dimension.

The project team was able to commonly implement transnational actions addressing the needs and demand for better qualified and skilled workforce, who will be able to not only adapt to but also to bring forward technological change and innovation.

The social partners in the participating countries (SI, SK, LV and LT) acquired in the project necessary knowledge about the situation in their sector, the obstacles that companies (especially SME) face and the support they need. The team commonly prepared tools and methods to provide support to companies and employees, thus the involved social partners strengthened their capacity to formulate recommendations and provide better framework conditions for companies in their countries. The cooperation between companies, employees, training and education providers and policy makers was strengthened during the project. The involved national social partner organisations enforced their cooperation with the EU level organisation (CEEMET European social partner organisation) and provided input to the European debate on training and education as well as on social policy issues. They were also able to build and/or strengthen appropriate network of key actors at national level.

The transnational cooperation among the partners will continue also after the end of the project.

Partners or stakeholders

Were there any partners or stakeholders involved in your project?

- Yes
 No

Please list here all partners or stakeholders and describe the contribution they made to the action. Has the role of any partner changed during implementation? If yes, please explain how and why.

This project was commonly implemented by

- 1 European social partner organizations from the metal and electro industry: CEEMET

- 5 national sectoral employers organizations from the metal and electro industry: CCIS-MPA, CCIS-EEI, LINPRA, MASOC and ZEP

- 3 national trade unions from the metal and electro sector: SKEI, LBAS and LITMETAL

- 1 University of applied sciences, established by German industry

During the project we were also in touch with CODIFOR / UIMM with their project "Develop industrial employment training and guidance through a joint approach for anticipating skill needs", which was accepted for funding in July 2012 under the same call. An UIMM representative participated in the final conference as speaker (via video conference).

All partners implemented and co-financed the project as planned in the programme.

Stakeholders involved per partner country

CCIS (Slovenia)

On national level we involved Ministry of Labour, Family, Social Affairs and Equal Opportunities, several initial and continuous VET providing institutions as well as other sectoral organisation in Slovenia. We received positive feedback regarding knowledge and skill management tools provided. SKEL - metal and electro industry trade union also participated in project on national level and gave positive feedback regarding vocational training and competence certification on company level initiatives. In the future we plan more common project in the field of skills management. Lasting cooperation in this field is established.

ZEP (Slovakia)

During the project ZEP involved a large number of companies in electro and metal sector due to the close cooperation with the Slovak Metal processing Association. Our events were also attended by representatives of government (Ministry of Economy of Slovak Republic) and VET institutions. We organised also one event in cooperation with our Czech colleagues in the electro industry.

MASOC (Latvia)

During the project all the major stakeholders were involved - companies, NGOs, state institutions, vocational education establishments and trade unions. Companies (mainly representing metal processing and mechanical engineering sector) were the main target group. From state institutions the major players that are related to various aspects of knowledge management were involved too. They had representatives from Ministry of Education and Science; Ministry of Labour; Ministry of Economics, as well as state agencies involved in the workshop and were consulted during other phases of the project. Positive feedback has been received from the ministries about the workshop and the discussion the project has initiated about importance of knowledge and the ways how to manage it. Vocational education schools were widely represented at the workshop where positive feedback was also received from vocational education schools' representatives. Opportunity to get an updated insight in the process how companies develop their skills and knowledge was mentioned as one of the main benefits.

FHM (Germany)

The regional Chamber of Commerce was involved into the project. They participated in the training for partner members. Additionally they were provided the final project results with the intention to distribute these results among their member. Furthermore, different German experts were invited to the training in order to share experiences and knowledge gained in projects realized in Germany. The feedback was positive. The project, the idea of it and the results obtained were seen as practically useful. Especially the combination of the consortia was welcomed by experts and stakeholder, as different parties like enterprises, umbrella organizations and the universities could engage in a dialog.

LINPRA (Lithuania)

During the project implementation important stakeholders were involved in project activities such as Vocational Education and Training Centres, all of them are state institution of vocational training, provided professional qualifications and general education to meet the requirements of knowledge society and the changing labour market. Centre for Quality Assessment in Higher Education implemented the external quality assurance policy in

higher education in Lithuania and contributed to the development of human resources by creation of enabling conditions for free movement of persons. From Trade unions, Lithuanian Trade Union Confederation LPSK which comprises twenty-six branches of trade unions was involved in project. The main feedback was that social partners need to provide better information about the situation in the sector, about the difficulties that companies face in engineering industry; and the partners agreed to work together in this field in the future. There was very positive feedback on the tools and methods provided in the guidebook as needful instruments to support companies and employees.

Equality

How did you make sure that equality considerations were taken into account in your work? These can relate to ensuring an appropriate mix of people in your team, ensuring that all activities were accessible to all, making sure that all dimensions, in particular the gender dimension, were taken into account in your work.

The core of project team has been composed of 10 persons from all partner countries (SI, SK, LT, LV, DE) and consisted approximately 3 women and 7 men, considering the fact that metal and electronics is a male dominated industry this can be considered as an appropriate gender mix. The leading manager is of the entire project team is a female. The age structure of our team is also balanced, ranging from young colleagues (app. 30 years old) to people who will soon reach retirement age (app. 60 years old). All partners also reported that in their national activities equality consideration was taken into account in their work. They all ensured an appropriate mix of people in their team and all national events were accessible for all. This applies also to the transnational meetings and the international conference.

On the first view, gender dimension does not seem to be relevant for skills and knowledge management in companies. However there are some important points were discussed during the meetings. According to data from EUROSTAT, the employment rates of men are higher throughout the two both categories age and ISCED level[1]. Women with the lowest educational attainment have the lowest employment rates on EU level. On the other hand, the participation in lifelong learning activities is higher for women than men throughout all age groups. The highest participation in lifelong learning activities is among young women and the lowest among older men. Participation considerably decreases with age from 15,7% for women aged between 25 and 34 years to 5,0% for women aged 55 to 64 years on EU level.

[1] ISCED - the International Standard Classification of Education

Continuity

Is this action (or a related new action) to continue after European Union's financial support has come to an end?

- Yes
 No

Please explain the next steps.

All partners will continue to disseminate good practices using acquired knowhow on knowledge and skills management. Especially further workshops and other dissemination events are planned in the partner countries for 2014, There are already two more events schedules until May 2014, one in Slovakia and one in Slovenia. The capacity of the partners to provide this knowhow has been strengthened sustainably as well as their network of on national and transnational actors to organise events on this topic in the future.

Also the printed project materials (survey results, guidebook, promotional items) will be further disseminated and promoted (publications as free download on the partners websites).

Findings and recommendations obtained during project implementation will be addressed to social partners, trade unions and other state institutions. The webpage will be maintained and up-dated also after the project finalization for at least three more years. The partners will continue to provide information on this topic in the organisations websites and other information media.

The intention is also to integrate the results in other international and national project with a related topic. ZEP will use the project results in the National project of Development of vocational education and employment of students,

mainly in transition of knowledge and skills from regular employees to students (dual-education system) in Slovakia.

Most important is also the continued close cooperation on international level with participating project partners. The project was an important reinforcement of the cooperation with CEEMET and the partners will also in the future contribute to the European debate in this or a related field. During the project many other related fields were discovered that need action on transnational level, and the partnership will continue to work together and apply for funding in this or another programme. Tackling future skill gaps related to new technologies and new materials were identified for future actions as well as improved cooperation with VET and HEI to earlier and better respond to the needs of companies.

The projects has also improved the network of/cooperation among the stakeholders at national level, as they now will work together more to improve framework conditions for companies and employees in the field of continuous and initial VET.

Lessons learned and dissemination of results

Outcomes and lessons learned

What are the most important outcomes and lessons learned from the action?

- What are the implications for relevant stakeholders (such as the European Commission; national/regional/local level policy-makers; social partners; opinion-makers including mass media, journalists; non-governmental organisations; academia, research institutions, think tanks; others where relevant)?
- What are the implications for ultimate target groups (such as young people, unemployed, employers, etc.)?

An important outcome is the increased capacity of the project partners in knowledge management, especially for SME. At national level we obtained new information about the situation and the needs of the SME in HR development and gained valuable information about the skills and knowledge management in SME. This experience will help for better preparing to provide effective structures for education and training at national level and provide input to the European debate via the European social partner organisations. The partners can now rely on their international contacts and expert network.

With the project activities we were able to raise the awareness of companies for the need of a systematic approach regarding age management, knowledge transfer and future skill and labour needs. Companies increased awareness of the need to prepare for effective skills and knowledge management and their knowledge in this field. Thus, several companies introduced new management processes for better skills and knowledge management. However, we expect the major benefits after the end of the project when the tools and methods will be implemented in companies. We will use all obtained information in the future, for activities for member companies and in similar educational projects. Thus, the project helped to reinforce the cooperation between organization and its members - companies.

Social partners and other stakeholders on national level will engage more in rising of awareness regarding the importance of knowledge and knowledge management, new ideas and practical recommendations to improve the knowledge management and skills level in the company and new and updated information about situation in the sector and companies. In Lithuanian, the main stakeholders signed a cooperation agreement for first project partnership for creating network of key actors in engineering sector, which will provide support to each other. In Slovakia, at present there are some projects focused on vocational education schools and also on LLL education which profit from our project results. The common aim of these projects is to raise the skills and qualification level of workers in industrial companies. This is vital for the company to be competitive on national and international market.

The newly created knowledge by interviews and survey will be used for further actions at national and EU level especially for improving framework conditions for companies (SMEs) and employees for acquiring knowledge and skills. FHM provided the partnership with valuable theoretical knowledge design to the needs of SME in our sectors. FHM itself benefited from the projects as they got valuable insight in the functioning of social partner organisation in the involved eastern European countries through the exchange of experiences and practical issues with the partners. Cooperation was established to work together also on other fields.

Evaluation of the action

Did you carry out any evaluation of the action performed?

- Yes, external evaluation
 Yes, internal evaluation
 No

Please outline the key findings and conclusions of such evaluation.

Quality assurance was carried out as internal evaluation under the responsibility of CCIS. We used the following evaluation methods:

- Self-evaluation of the project team members. These evaluation sessions took place at the interim meeting in Riga and a final self-evaluation at the end of the project during the last partner meeting in Ljubljana
- Written evaluation report from all partners after the end of the project according to a evaluation questionnaire prepared by CCIS.
- Continuous monitoring of all partners in project implementation (measurement of outputs, collecting evidence) and use of finances by CCIS
- Measurement of satisfaction of participants with workshops, round tables and the final conference according to pre-defined questionnaire

Evaluation results:

There were no changes or conflicts in the project team. Project partnership performed very well as the common project topic that was very interesting for all and personal relationships were developed among all partners. The two evaluation meetings took place as planned. In Riga, the partners reviewed the work programme, assessed the implementation process and discussed future activities. All partners expressed a great satisfaction with the project and also with the project coordination. No problems were encountered. The second evaluation meeting took place after the final conference in Ljubljana and the partners reviewed the implementation process and assessed the quality of the outcome. All agreed that the project was very useful as they not only gained new knowledge and expertise in this important topic, but were also able to build and extend networks and cooperation with stakeholders at national and EU level. Another issue of the evaluation meeting was the continuation of the project. All partners expressed the need to work further on related issues like youth employment, improvement of teaching programmes at VET and HEI, tackling skill gaps in iVET and cVET, better adaptation of VET and HEI to labour market needs, better forecasting skills and labour market needs in the sector. The partners agreed to apply for other funding opportunities in the future to continue the work started.

After the end of the project the coordinator send to all partners a questionnaire asking for written comments on the project quality and outcomes. Further all partners received reporting templates for reporting on their dissemination and information activities. All project agreed, that awareness was raised among companies and stakeholders for need to prepare for effective skills and knowledge management. They also confirm, that certain obstacles and needs of companies were identified and agreed that their capacity to support companies in skills and knowledge management improved significantly. All of them have established network among their partners and regarding question of Cooperation with other stakeholders at national & EU level all agreed that is very good (almost excellent).

Satisfaction of participants with the organised events was measured for every national event and the final conference based on results on the evaluation questionnaire was very high.

Participants and lecturers were all were pleased to be part of the group on the project events. Stakeholders were attracted and were prepared to cooperate in the project events as guest speakers. The project topic brought positive effects and gave new expert basis for actions on national and EU level in the metal and electro industry.

All project activities were tracked and evidenced as well as all expenditures of the partners, the respective documents and materials available at CCIS for at least five years after payment of the balance payment.

News/success/best practices

We are very keen to hear about any success or good news from the actions that we fund. Please use the space below to tell us about any such news or if you have developed practices that you think others may want to know about or could benefit from. Please attach any relevant supporting information or material or explain where others can access it (e.g., website)

Partner organisations

The partner organisation described the success and the added value of the project in the new insight they got from our survey and interview activities, the exchange (transfer) of knowledge and the network build among on European level. They are better able to play their role in anticipating and managing skills and knowledge and provide support to companies and other stakeholders to create the most favourable framework conditions.

Companies/sector

The project made a very good contribution to enable companies to better react to new skill and knowledge demands arising from globalisation and technology advancement. Companies are better able to equip their workforce with skills and competences for the jobs of tomorrow, ensuring competitiveness as well as secure and decent working conditions.

Other stakeholders

All partners were able to reinforce (or in case of ZEP) establish cooperation with the European social partner organisation CEEMET. Cooperation was also strengthened on national level, especially with iVET and cVET providers and governmental institutions in the field of training and education.

Personal face-to-face meetings with owners and stakeholders produced a very positive feedback from companies in which they showed interest in results of project and further activities.

Today companies understand more that knowledge and skills of their employees is a value that has to be protected. The good system of knowledge management helps company to react on different situations on market and allows flexible handling of requirement of customers. Company support of students and youngsters in the field of knowledge and skills is very important, especially in electro and metal industry where technological changes are going faster than in any other branch. By starting of discussion with stakeholders, partners from Ministries and social partners could allow to determine concrete ways how to help companies in the field of knowledge, skills and education of their employees, using the information obtained.

The anticipation of and preparation for future skill and labour needs and the identification of skill gaps is a complex system that largely out of scope for the one-year Know ME project, as this is a tough and challenging exercise due to dynamic and rapidly developing economic and technological environment. The partnership will investigate in possibilities to continue the cooperation to share best practice and develop new tools and methods to better and faster react to existing and up-coming skill gaps and effectively anticipate future skill needs. The lifelong learning policies together with education and training require raising average level of skills of the population in order to ensure high skilled labour force, and a high level of skills and better adapted to the skills and labour market needs consistency.

Dissemination of findings

Adequate dissemination of findings and lessons is essential in ensuring the EU added value of the action.

Therefore, please explain and describe how you involved relevant stakeholders during the action and whether there was any feedback.

EU level

The project and its results were presented to the CEEMET team and its Training, Education and Employability committee (consisting of member organisations). Current topics on the committee's agenda are: the European Qualifications Framework (EQF), ECVET - European credit system for vocational education and training, Adult learning, e-Skills, the anticipation of skills and sector skills studies. Thus the project made a valuable contribution to the committee's work and the partnership is in close contact with the committee for future exchange of experiences and cooperation. CEEMET informed its member organisations via e-mail communication and member magazine about the project and its results.

The project has an English website, informing a European audience about the project and its results. The website will be up-dated and maintained for at least three more years. Video materials were produced from the final conference (in English) and posted on youtube to reach an European audience

National Level

All partners reported on their national websites about the project and its results (free download of publications and materials produced), linking it to the main page of the project. All partners will also in the future provide information on the topic and maintain and up-date the content relating to the project.

All partners informed their member companies and other stakeholders regularly via e-newsletter and e-mails about the project, its activities and results/outcomes available. Some partners send also information in printed newsletter via ordinary mail to their member companies.

All partners placed articles and/or promotional advertisements about the project and its results in magazines and business newspapers reaching out to business of various sectors in countries of the EU and even on international level (outside EU).

The partners presented the project and its results also at other events such as trade fairs and conferences. Target audiences were not only companies and social partner organisations, but also academia in HEI and VET schools.

All partners distributed and disseminated the printed publications to companies, stakeholders, other social partner organisation and an interested audience. This was done mostly at events organised by the partner or during personal meetings with companies and social partners.

Also the press was informed about the project. All communications mentioned the support of the EU.

For more detailed dissemination results please see Final implementation report chapter 3.2, table on information and dissemination of materials including number of copies produced, target group reached and means of dissemination.

EXECUTIVE SUMMARY

With a view to disseminating all results obtained and outputs delivered under the grant agreement, all beneficiaries are requested to provide an Executive Summary which will be posted on the website of the Directorate-General for Employment, Social Affairs and Inclusion.

Upon a reasoned and duly substantiated request by the beneficiary, the Commission may agree to forgo such publicity, if disclosure of the information indicated above would risk compromising the beneficiary's security or prejudicing his commercial interests.

Such a summary should be written in English. It should be a stand-alone summary of the action and its implications. Thus it must be well thought out and presented as it may be a unique opportunity to publicise your work and your organisation.

Short description of the action

A concise description of the context in which the action was carried out, the target group(s) of the action as well as the key activities and deliverables.

1/2 page maximum.

The "new" EU member states are faced more strongly with demographic change and an ageing workforce as a result of falling population, due to low birthrates and net emigration. Almost all "new" EU member states raised their retirement age in the past years (later than Western countries) by 2-3 years to over 60 years retirement age in order to increase labour market participation of older workers. At the same time, the early-retirement policies, adopted in the 1990ties to avoid mass redundancies, were abandoned. Job tenure in Eastern countries remained quite high (above the European average of 10 years), while participation in training and lifelong learning activities is low. Globalisation and increasing competition demand more qualified and skilled workforce, who will be able to not only adapt to but also to bring forward technological change and innovation. Before this background, the aim of the project was to analyse the needs and requirements for better and future-oriented skills and knowledge management in the Metal and Electro Industry (MEI) in Slovenia, Latvia, Slovakia and Lithuania. Together with our university partner FHM/Bielefeld (Germany) we developed tools and methods to support companies (especially SME) in improving their skills and knowledge management and adapting their training programmes and HR strategies to future skill and job needs. The project included training measures, information and dissemination activities for companies. The project also addressed how social partners can contribute to better management of skills and knowledge and provide input for the European debate.

The key activities of the project were: a survey among companies from MEI (overall survey report in English, 4 national survey reports for SI, LV, LT and SK), 24 in-depth interviews with SME (overall interview report, 4 national interview reports), a Train the Trainers seminar, a guide book on skills and knowledge management in national languages (SI, SK, LV, LT and Eng), 4 workshops on skills and knowledge management in SI, SK, LV and LT, a 1 round table discussion on survey results, a conference on skills and knowledge management, 3 partner meetings and other dissemination & networking activities (project website, ...).

Main objectives of the action

1/2 page maximum.

Objectives:

- **Anticipation, preparation and management of change in the metal and electro industry focusing on skill and job needs**
- **Improving companies' skills and knowledge management in an ageing society**

In cooperation with a University (FHM Bielefeld) and a European social partner organization (CEEMET) the project aimed at improving the capacity of social partners in the participating countries in anticipating and managing change in their sector and strengthen their cooperation on European level.

Better knowledge management and improved skills and knowledge levels in companies (especially SME) contribute to the EU's economic renewal strategies, labour market and flexicurity agendas. The cooperation of all stakeholders (companies, social partners, policy makers, education institutions, ...) will bring the right framework conditions in place at European, national and sectoral level for companies to be able to provide the right HR and training measures and for employees to be able to participate in these measures.

Key results

- Results/outcomes of the action, including benefits for main actors and target group(s)
- Added value of the action, i.e. the lasting impact and/or multiplier effect.

1 page maximum.

The main results / outcomes of the project KnowME is increased awareness of the need for effective skills and knowledge management among SME in MEI and the tools and methods available. The improved management of skills and knowledge in SME in the participating new member states, oriented to future skill and job needs, made an important contribution to better working conditions, better employability and productivity of workers in this sector, thus securing existing jobs. The involved social partners increased their capacity to support companies in anticipating, preparing for and managing industrial and demographical change. A stronger cooperation of social partners on national and European level was established and the project made a quality input on management of change for the European debate.

The project contributed to addressing the overreaching EU employment and social policy challenges as laid down in the Europe 2020 Strategy, especially in the flagship initiative An Agenda for New Skills and Jobs. It included measures related to the adaptation of social dialogue to changes in employment and work and related challenges, such as

- anticipation, preparation and management of change,
- skills,
- active ageing and
- decent work.

The project was able to involve social partners, companies and employees as well as relevant public authorities and other stakeholder (training providers, VET schools, ...) in the metal and electro industry at national and European level.

Partner organisations

The partner organisation described the success and the added value of the project in the new insight they got from our survey and interview activities, the exchange (transfer) of knowledge and the network build among on European level. They are better able to play their role in anticipating and managing skills and knowledge and provide support to companies and other stakeholders to create the most favourable framework conditions.

Companies/sector

The project made a very good contribution to enable companies to better react to new skill and knowledge demands arising from globalisation and technology advancement. Companies are better able to equip their workforce with skills and competences for the jobs of tomorrow, ensuring competitiveness as well as secure and decent working conditions.

Other stakeholders

All partners were able to reinforce (or in case of ZEP) establish cooperation with the European social partner organisation CEEMET. Cooperation was also strengthened on national level, especially with iVET and cVET providers and governmental institutions in the field of training and education.

Translations

You can now add the translations of the executive summary entered before. This information will also be published on the website allowing more people to know about your action.

SIGNATURE

Declaration

Title

Mr.

First name

Samo

Surname

Hribar Milic

Position held in the organisation

President

Organisation name

Chamber of Commerce and Industry of Slovenia

I confirm that I am duly authorised to sign this declaration on behalf of the organisation named. I certify that the information given in this report is correct, and confirm that the enclosures are current, accurate, and adopted or approved by the organisation for which I lead. I understand that you may contact me to clarify any details in this report, including providing any supplementary information as applicable. I confirm that I am authorised by the organisation for this purpose.

On behalf of the organisation: date and signature

Check List

- Have you responded within the required deadline?
- Have you made sure that all your published material acknowledged support from the EU?
- Have you attached the documentation as required in your grant agreement:
 - The print-out of the duly completed, validated and submitted on-line final budget form SWIM which stands as your financial report;
 - Executive summary of your work in English in no more of 2 pages (see proposed structure). As indicated below, the Executive summary must contain a 1-page section on "Key results" of the action. The key results should be concise, sharp and easily understandable;
 - Printed and electronic copies of information and promotional materials funded by the grant (articles, leaflets, brochures, programme, stickers, posters, tapes, calendars, etc);
 - Printed and electronic copies of the reports, analyses, studies, reviews, manuals, working papers, attendance lists, toolkits, computer discs with information if available etc.) produced under your work;
 - For all events, the list of participants with original signatures of all participants.
- Have you completed the declaration with the correct signatories?
- Have you submitted ONE original and ONE hard copy of the final technical implementation and financial reports as well as the supporting evidence and ONE electronic copy of all documents?