



Renov

Kick Off Meeting Report

9 October 2020, 09:30 AM – 01:00 PM

Participants :

- CCCA-BTP (France) – Marek LAWINSKI (MLW), Pierre TOUILLON (PIT), Sébastien ROUX (SB), external consultant, Marion BEAUCHESNE (MBO), Agnès HILLION (AH)
- FLC Asturias (Spain) – Marta HEVIA FANO (MaHF)
- FORMEDIL (Italy) - Rossella MARTINO (RoM)
- LUKASIEWICZ (Poland) - Jolanta RELIGA (JoR)– Malgorzata KOWALSKA (MaK)– Andrej STEPNIKOWSKI (AS)
- PEDMEDE (Greece) – Paraskevi ANGELAKOPOULOU (PaA)

Presentation of the project :

- **Upskilling of site managers and team leaders for specific management of building renovation sites in the partners countries**

Main idea :

- Produce very pragmatic global results but also useful for each partner country.

Why this project ?

As reminded, we worked previously on a project called ConstructyVET for site managers and team leaders, but its scope was much broader, and the specifics related to the renovation of buildings were not dealt with specifically. We received for example feedback from small and medium-sized enterprises about specificities (constraints and restrictions) not treated as health and safety on construction sites. We also did not discuss the new environmental measures to be considered.

In the course of our research, we realized that there was a real need for training on the new environmental rules to be applied and respected on building renovation projects. While it is easy for new buildings to set up its rules and use the circular economy, for others, historic buildings or other buildings to be renovated, it is more difficult to combine compliance with the old and the new environmental rules.

This is why we thought it useful to create dedicated training courses.

We also realized that, with regard to intermediate levels as a site manager or team leader in building renovation companies, the skill levels were very heterogeneous and that as a result, these training paths could not be identical but adapted according to individuals. The question of positioning is relevant: if the participants to this project will first be grouped, each will then receive training adapted to his needs.

Another objective of this project is to propose concrete solutions to the problems encountered by site managers and team leaders in their workplace: future productions should not be theoretical but should be based on real work situations. We will have to exploit these work situations to build our training paths. It was a strong demand for external evaluators, a training course based on the reality of the work sites, on real work situations. This is why it is very important to identify precisely what skills are needed and do so in a very pragmatic way.

This project must also be systemic: we are 5 official partners, but we must seek the participation and cooperation of external organizations in each of our countries. Nevertheless, as this project is very ambitious, we must remain close to the reality on the ground and address our local and regional networks as a priority.

For example, if the CCCA-BTP is a national organization, we will only solicit a maximum of 3 regions to achieve concrete results, not generalities. The regions already identified in the project application can of course be modified but once the collaborative work has started with a region, it will have to continue until the end of the partnership. FORMEDIL, FLC Asturias and LUKASIEWICZ will also be able to contact their network of regional organisations. Concerning PEDMEDE, things still need to be clarified.

- ❖ PaA explains they have local agencies so they will be able to cover the national territory even if that have to collect targeted information.

The 3 mains objectives are reminded :

- Meeting the expectations of small and medium-sized enterprises in terms of the evolution of the skills of their site managers and team leaders, specific to the renovation of buildings, in relation to the energy transition, occupational health and safety standards, new activities and new modes of organisation.
- Design of training paths likely to be individualized and based on the formative exploitation of the real work situations. Skills acquired must be clearly identifiable, and their recognition and validation must be effective.
- Systemic approach, based on cooperation with associated actors (national, regional and local) involved in the fields of guidance, vocational training and recognition of learning outcomes (formal and informal).

Partners' interest in the project :

- ❖ PEDMEDE (Greece) – PaA:
 - Bring together national organizations that work on environmental issues, social partners and other collaborative groups that we could involve in NAG.
 - A twofold benefit because the achievement of the objectives will benefit the partners of the project and our own partners are always looking for external innovations in the development of skills in the initial and continuing vocational training courses in the building renovation sector to meet changing needs.
The content of these trainings is a topic currently debated between us and the public authority in our companies because the changes made to these trainings are too numerous and our companies are specialized in the renovation of buildings. Our companies, mainly small and medium-sized enterprises, are also very involved in the validation and recognition of learning outcomes.
- ❖ FLC Asturias (Spain) – MaHF:
 - In Asturias, building renovation is currently one of the main activities. Our companies work mainly on the renovation and restoration of buildings. They are therefore in the process of discovering and identifying the skills needed to do so. With your help, we will enlist them in this project. You are experts to develop and build training paths, this will allow us to feed these companies with the productions of this project. It is also very important for us to contact the certification bodies in order to validate these courses because we have to renew the training programmes offered to small and medium-sized enterprises every year.
 - Interest to confront the different ways in which each partner approaches learning based training.

A reminder of the importance of gathering everyone's knowledge for the implementation of a common strategy, one of the objectives of this project being the certification, validation and official recognition of learning outcomes, depending on the national situation of each partner is made by Marek LAWINSKI :

- It is important to professionalize ourselves as experts in training paths but also to professionalize our organizations. For us, it is also an opportunity to learn by doing.
- ❖ FORMEDIL (Italy) – RoM:
 - **Question:** In Italy, renovation includes the maintenance and restoration of buildings. What exactly do you mean by "renovation"?
 - **Answer** from MLW: Any building to be renovated or restored, not just the historic buildings. In France, we distinguish the two: Renovation for old buildings and restoration for historic buildings. Although this project does not exclude the restoration of historic buildings, the rules to follow are much more complicated. We prefer to focus on renovating buildings that have a much broader spectrum, whether they're public or private.

- RoM: In Italy, we currently have legislation to promote energy efficiency and energy savings to individuals and condos if they invest in renovations.
As a result, many individuals and businesses learn about the skilled workers who can carry out this work. Formedil has therefore appealed to its training centres to bring their knowledge and positive experiences in these areas to their experts and technicians. So I think it would be a good idea to combine the RenovUp project and this call with our training centres.
 - MLW: Let us not forget that our target groups are site managers and team leaders. We do not aim for technical skills but managerial skills such as the application and implementation of new standards such as energy efficiency or new equipment to be installed in buildings to be renovated so that the old one adapts to the new laws concerning energy savings, security, etc.
 - RoM: We also have another training project for mid-level managers that covers all the new technologies, digital, energy efficiency that can be linked to the RenovUp project.
- ❖ LUKASIEWICZ (Poland) - JoR:
 - For Poland, this experience will be new and very interesting. Not being in direct contact with companies or workers, we will rely on our training centres that are linked to companies in the sector. We are curious and interested in the result.
 - ❖ CCCA-BTP (France) – MLW:
 - For the CCCA-BTP, what is essential, the first of our most important objectives (specific goal) is the exploitation of formative situations, of work situations. And so, how to go from a theoretical training program, from modules to practical situations in a very pragmatic way, that will be the main supports of our project.
 - The second objective is the individualisation of the training paths. How to go from a global programme to the specific profiles of the learners? In order to individualize the learners' learning path, specific modules must be built, and learners evaluated in order to know which modules might or might not suit them. This involves organised modules and assessment of learners.
 - The third important thing is the validation, the recognition of new skills acquired with Open Badges.

Main objectives and outcomes, scores:

Global score: 88/100 – Involvement of all

Review of the Agency's comments:

- Exploiting the results of previous projects: ConstructyVET, Construction Inheritance and also for the recognition of learning outcomes, CertiVET.
- Accurately identify companies' needs – provide more detail.
- Misunderstanding about the mobilities that we did not want to integrate specifically into the project but rather integrate them into a separate project, but this point does not seem to have been well understood by the project evaluators.
We must therefore keep in mind that mobilities will be planned for the 3rd year of the project when we will experience our training paths.
- Since we did not name the national organizations (VET centres and vocational training schools) with which we were going to work, we must quickly identify them.
- Exceptional costs for external experts were denied, as the Agency felt we had sufficient expertise. I do not agree, so we will have to find solutions to bring in outside experts.
- Regarding communication, social networks, the website, for France, we can do it, but for the other partners, we will have to find a solution.

Question: Will meetings, productions and training courses be evaluated by external experts?

Answer by MLW: Yes. That's why SR is working with us. We are going to formalize these procedures. SR, our expert, has extensive experience in evaluating European projects. For these evaluations, we have the funds and the CCCA-BTP will add 25% of the amount allocated to these funds.

Comprehension of each partner's role:

Reminder :

- Partners are free to choose how they wish to work as long as they achieve the intended objectives.
- The co-partners must first exchange before setting up IO. Here, we simply need to understand the content of our tasks.

IO1 – PEDMEDE (GR) and FORMEDIL (IT):

- Transnational model for the positioning, support and professionalisation of site managers and teams leaders for building renovation sites.
Specify and identify the values and talents required for site managers and team leaders in the building renovation sector. Technical and managerial issues regarding new standards, OHS, legal compliance, etc. This part will be initiated and developed through desk research. All the information collected over time will be compiled and reviewed by a group of experts from the construction sector, companies, etc. in order to produce a transnational document.

Question from JoR: when you talk about desk research, how do you think you will identify needs? Do you think about a questionnaire?

Answer by MLW: we need to develop a common methodology so that we can easily compare and compile the results. For example, PEDMEDE and FORMEDIL could propose a first method which would be modified and/or enriched by the partners' suggestions. The primary idea of the project is collaboration, not the imposition of working methods.

JoR: in my opinion, desk research is an analysis of published data. I think that in Poland there are not enough publications on this subject to be analysed. As a result, I think it would be easier to directly question site managers and team leaders about what they think the skills needs of companies are.

MLW: prospecting methods can be multiple, especially if this type of work has already been done or exists. The results can be compiled and then proposed to the partners who will then complete them to agree on the data to be selected: quantitative, qualitative? A short questionnaire can be proposed upstream which could then be supplemented by interviews (10 per country?).

It has to be a collaborative work: a first proposal by PEDMEDE and FORMEDIL to the partners, reactions, modifications, adaptations then adoption of a common methodology.

SR: remember, we're looking for specificities of the **renovation** of buildings. For example, targets are familiar with OHS, what we are interested in is how they apply it to building renovations.

- First model by the end of October.
- Virtual meeting regarding IO1 has to be planned before the end of October.

IO2 – CCCA-BTP (FR):

- Transnational system for the assessment and recognition of the learning outcomes of site managers and team leaders for building renovation sites with Open Badges.
We chose to lead this phase because it is new to us although we are specialists in Open Badges. We also have a certification and recognition department, but now we would like to understand exactly what the Open Badges contain and how to put them into practice in concrete learning situations.
You will of course be involved in this work so that we can present a common system for these Open Badges both for the learners but also for the trainers and teachers if they participate in the project.

IO3 – LUKASIEWICZ (PL):

- Transnational training scheme for teachers, trainers and apprentice masters/tutors preparing for the support and training of site managers and team leaders for building renovation sites.
Poland has an extensive training experience. The first idea is a better preparation of our teachers, tutors, trainers for the training of site managers and team leaders.

What are the best practices in our countries, develop schemes, modules for the development of skills, analyze the profile of trainers, develop training modules, implement these schemes/modules, implement a mixed system: we have to provide face-to-face and @-learning for the theoretical part and of course a practical part that must include mobility – job shadowing in partner countries with the validation and certification of the skills acquired via the Open Badges.

IO4 – FLC Asturias (ES):

- Transnational strategy and national systems for the positioning, support and professionalisation of site managers and team leaders for building renovation sites.
Essential because this is where we will transform the results of previous work into practice.

Question from MaHF: the implementation would not be included in the budget? Should we build a common mobility project for which we would make a call, with site managers and team leaders going to do shadowing work abroad?

Answer from MLW: we do anticipate mobility for trainers, teams leaders and worksite managers but the implementation of training must be done nationally. The role of FLC Asturias will be to coordinate the implementation of these trainings even if, of course, you cannot organize them in the other partner countries: each partner is responsible for its own implementation. But you must provide them with a guideline (positioning, blended learning, etc.). Benevolent follow-up will have to be done on the deployment of these implementations. Coordination, ensuring the quality of the implementation of these training courses in each country. Then, each partner country will have to exchange on the results of these trainings but the project of mobility of learners is still too far to be implemented. It is only in the third year of this project that each partner country will be able to consider a specific mobility project because, for example, France cannot apply for grants for Polish learners.

MaHF: is it possible to follow the diagram used for ConstructyVET?

MLW: yes.

MaHF: each country could propose a mobility project for itself but that would ultimately be grouped into a common project.

MLW agrees: each country could have the same design, the same design and then file the project with the national agency.

SR explains that there are 2 options:

- Key action 1 which is bilateral, each partner submitting his project in his country.
- Key Action 2 concerning strategic partnership projects, exchange of practices, and therefore a project where the 5 partners would be brought together on learning activities in each of the partner countries, thus a small strategic partnership project focused on learning activities (such as Reforme+ and Easy ECVET). These learning activities would be mobilities for trainers.

Organization rules:

- Common space for shared documents: Teams initially without excluding the later use of another common space.
- The application tabled on the Agency's website was not addressed to the partners because it is written in French. In addition, the Agency refused certain lines of the requested budget, making this part inaccurate in relation to the final budget granted.
- Only one category of personnel, researcher, was chosen, to simplify the calculation of hours on the project but also because the French Agency is very reluctant to accept billing on categories 1 and 4. The Agency considers that the administrative work is already provided for in the overall project and that it is very difficult to verify that managers are managers.
- The only exception is LUKASIEWICZ which has 14 days for category 1 but they must not be used for the global management of the project: they must correspond to the involvement of managers in the production process.

Question: what is eligible or not?

Answer from SR: managers must be able to prove that the time taken into account has been devoted to the management of the work carried out within IOs, which is difficult to do, which is why the Agency, in the final report, can requalify this type of category or the time counted on category 4. This is also why we preferred to limit the number of days reserved for category 1 and that we will have to pay special attention to the justifications concerning these days (especially on IO3).

Question from MaHF: for the management and implementation of the project, we have 9 00€. Are these personal costs?

Answer from SR: no, this sum is allocated for the administrative expenses related to the project for each partner, but it can also cover costs that would not be included in the other categories of expenditure (e.g. external experts). There's no need to provide justifications for the use of these funds (see page 38 of Appendix 3).

Question: what about the timesheets?

Answer: the timesheets only concern the time spent on the project. Partners are invited to send their own timesheet, then we shall decide together which model is the most appropriate. But we must meet the Agency's requirements.

Frequency: every quarter.

It is wiser to declare more days than in the real world, base 10%+ for 2 reasons:

- the first, it leaves us a little margin if the Agency refuses us days,
- the second is related to COVID because if we do not carry out as many transnational meetings as planned, we will be able to compensate for this shortfall with the declared working days. But we do have time and we will give you more specific information.

Question from MaHF: what about the content and type of deliverables within IOs to provide?

Answer from SR: very specific indications were not included in the application filed with the Agency, only the main points were mentioned. Further work will have to be done to find out what types of deliverable we want to produce and their content.

Answer from MLW: indeed, proof of execution of IO3 for example, will have to be provided, such as the development of the training course, its description, its components, the platform where the @-training is available, the content of the modules, etc. It was not necessary in the application to detail precisely the form of restitution of the shares chosen. Partners could reread the contents of the expected results according to the WP and then propose the form of their restitution.

Question from PaA: about quality control, is something described specifically in the application? Indicators, the form of its restitution?

Answer from SR: yes, but the list of items is in French. We will provide you with a translation of what has been proposed to the Agency with all the necessary details for you to analyze and work on, these elements being very important.

Question from MaHF: for staff costs, are payment slips still required?

Answer from SR: yes, it is one of the documents that can be submitted like label contracts, internal mission letters defining the tasks to be carried out in the context of the project. On slips payments, confidential data can of course be redacted. But contracts should be sufficient. The certificates on honour use to be accepted by the Agency but I cannot certify to date that they still are. We shall ask the Agency to see whether or not they accept some documents and will come back to you after consulting to find out exactly what documents to provide.

Question from MaHF: do the project has a logo yet?

Answer from MLW: yes, we are working on it with a communication agency, but the logo is not ready yet. The visual is indeed very important. We should receive 2 or 3 proposals of logos that we will submit to you. You will vote for the one of your choice.

We will also establish contracts to formalize our relationships in this project containing our mutual obligations. We are simply waiting for the return of the agreement signed by the Agency. This phase should be completed by the end of October: contracts finalized and signed within 3 weeks.

Question from JoR: Jolanta: will the contract be a proposal for a contract or a final contract?

Answer from MLW: the contract will be drawn up on the basis of a standard contract. It is a formalisation of all the information communicated today.

This project is spread over 3 years, it is important to respect the schedule and even if possible, to anticipate certain tasks (points of vigilance) even if we cannot predict the future. The partnership must therefore be based on mutual trust.

- Next meeting:
In April, in Athens although no date can currently be set. Given the current context, a new virtual meeting at the end of this month is suggested.
- Next week: proposed dates for a new virtual meeting on IO1 and the communication strategy.