



2020-2023

Professionalising site managers and team leaders in the specific management of building renovation sites in Europe

Transnational Strategic Partnership Project
Co-financed with a European grant under the Erasmus + 2014-2020 programme

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1. Project overview

RenovUp results from an observation made by professionals in the construction industry: the current training facilities for site managers and team leaders do not take sufficiently account the specificities related to the renovation of buildings and its various constraints. There is a real need, confirmed by companies and professional federations in the partner countries, to reorient them in terms of objectives, content and methods of learning, in order to enable the targeted learners to strengthen their capacity to better understand the renovation as a whole, to foresee and plan the related specific interventions, to better communicate and convince in complex situations on these sites.

In order to achieve this objective of professionalization the targeted audiences in the countries of the partnership first, then beyond, 5 partners from 5 countries have come together to design a model of repository to meet the evolutions of these two functions, declinable in national schemes, consistent with the priorities, contexts and resources specific to each partner country.

This project brings together experienced and complementary partners in the design and implementation of professionalization schemes for managers, technicians and construction workers: 3 national and regional networks of vocational training (initial and continuing) in the building trades in France (**CCCA-BTP**), Italy (**Formedil**) and Spain (**FLC Asturias**), a recognised technological and pedagogical research organisation in Poland (**Łukasiewicz ITE Network**) and in Greece, a professional federation of the sector, also advisory body (**Pedmede**).

A 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), will be implemented. This cooperation will enable the following projects to be carried out for site managers and team leaders of building renovation projects:

- (1) A transnational model for positioning, coaching and professionalization, mainly based on training in working situations in the company, supplemented by training modules in training centres, as well as by e-learning.
- (2) Transnational schemes for:
 - The evaluation and recognition of learning outcomes with Open Badges
 - The training of teachers, trainers and masters/tutors preparing for the accompaniment and training of the targeted audiences.
- (3) Implementation of a transnational strategy for the positioning, support and professionalization of targeted audiences.

This three-year project includes conceptualization, implementation, in situ experimentation and evaluation of results. Ongoing and final productions will be supervised by National Expert Groups (NAG) and subject to an ongoing evaluation. 6 biannual transnational seminars will have to validate them, to ratify any adaptations if necessary and to promote the dynamic of the communication and dissemination of the results.

RenovUp will allow the evolution of the design of professional development of targeted audiences, more individualized and more based on the formative exploitation of the real work situations of the learners. The partners also want the skills acquired to be clearly identifiable, and their recognition and validation to be effective.

With 3 well-identified impacts, declinable at national levels, this project will meet company expectations in terms of the skills development of the targeted audiences:

- Real and measurable strengthening of education and professional partnerships established locally, regionally, nationally and at transnational level to meet the expectations of the enterprises concerned in a sustainable and satisfactory manner (especially SME) in terms of their site manager and team leader skills in building renovation
- Better integration of work situations training into individual professionalisation projects, creating lasting links between in-company training, vocational schools/training centres and e-learning,
- Systematic integration of environmental and climate objectives, as well as constantly evolving S&H standards, into the management of work sites and teams on the work sites concerned.



It is also a response to the priorities of the Erasmus+ programme

Main - Horizontal

- Develop partnerships to promote training in work situations in all its forms.

Others

- Better knowledge of environmental and climate objectives.
- Provision of opportunities for the initial and continuing professional development of teachers, trainers and company tutors.

Needs identified

The professional development paths of the targeted site managers and team leaders will have to take better account of the particularities of their professional activities such as :

- Diagnosis of the buildings to be renovated (construction methods, specific constraints, solidity of walls, complexity of the waterproofing work to be planned, potential presence of asbestos or lead, specificity and solidity of the construction materials used, nature and solidity of the foundations, roofs, etc.).
- Implementation of legal, normative, technical and organisational requirements in terms of renovation and energy performance, health and safety on building renovation sites, erection and dismantling of scaffolding, compliance with seismic standards, noise on site, electrical and sanitary installations, waste treatment, energy savings, waste water treatment, etc.).
- Communication and professional attitudes in complex contexts and in unforeseen situations (poorly mastered, they become factors of malaise at work that can lead to resignations, dismissals or de-skilling) with employees, hierarchy, architects, subcontractors, suppliers and clients.
- Management of specific constraints linked to coactivity on a renovation site (critical look at the initial order, management of schedules and multi-trade teams, considering foreseeable and non-predictable constraints, permanent adjustment of resources to the objectives to be achieved in complex contexts).

Main beneficiaries

By designing well-profiled professionalization paths for **site managers and team leaders**, the project will respond, more particularly, to the expectations of **small and medium-sized building renovation companies**, as the needs mentioned above are the least satisfied in these companies in the countries of the partnership.

The observation of these activities in companies, carried out in all the countries of the partnership with appropriate methods and grids for identification and analysis, will make it possible to specify the capacities and knowledge on the acquisition of which the professionalisation system to be designed will have to be oriented. In order to identify the profiles of **new entrants** and **experienced staff**, a positioning system will be designed at transnational level. It will then be adapted to the context of each country in terms of the final architecture, steering, financing, etc. To meet the expectations of the target groups, the training to be designed will be modular and individualised. It will mainly take place in work situations (which enable the concrete activation of skills and knowledge so that they become competences).

The training centres will be responsible for identifying skills required, refining them if necessary, evaluating and validating them, in conjunction with formal recognition or certification bodies. The training envisaged may also include transnational components (learning abroad in work situations, organised within the framework of European programmes for mobility for training purposes, especially in the context of long training cycles).

Results expected

The project will mainly have to meet 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. It will thus complement work carried out in other recent transnational (Erasmus+) and national projects where the skills of site managers and team leaders in the construction sector in Europe have been addressed.

At the end of the project, the following results will be achieved:

- Systematisation of the skills assessment process on entry into the individualised training system.
- Pragmatic and sustainable promotion of work-based learning in the training strategies and practices of the national networks of training organisations that participated in the project, even beyond the training courses designed and implemented for site foremen and team leaders for building renovation, in line with the expectations of companies on the one hand and the profile of potential beneficiaries on the other.
- A new impetus to design and implement individualised and modular training courses, based on components such as training in work situations, training in training centres or distance learning, which can be integrated into a lifelong professionalization approach.
- Sustainable enrichment of the training offer of the organisations involved in the project, enabling more companies to be attracted to training centres both as beneficiaries of this offer and as partners in the training process.

- Systematisation of the approach to training trainers in the observation and analysis of work situations, enabling them to take them into account in training situations (beyond the training courses for site foremen and team leaders for building renovation).
- Sustainable installation of formal recognition procedures for acquired skills.
- Finally, to make up for the lack of skills sought by companies for their site foremen and team leaders working on building renovation sites on a long-term basis.

Thus, the project will not ultimately be limited to the design and implementation of a training system for site managers and team leaders for building renovation, but will give a new impetus to the individualisation of career paths, the integration of work situations and the implementation of modular and multimodal training courses.

Need for transnationality

The partners decided to work together because the needs outlined above are relatively similar in all the countries concerned. It is therefore appropriate to share the expertise, the knowledge of contexts and territories, as well as the specific experience of each partner to implement professionalisation schemes aimed at the middle management of construction sites and thus to propose a more relevant transnational scheme, which can be broken down into national schemes. Moreover, the expertise and experience of the partners are complementary. Finally, some partners rely on transnational collaboration to design more easily, in their countries, formal recognition and certification systems for the learning outcomes of the planned training courses.

2. Partners and their contribution to the project

CCCA-BTP (FR)

The National Committee for the Coordination of the Apprenticeship in the Construction Sector (CCCA-BTP) is a professional association, managed by the professional federations of employers from the building and public works sectors in France. It is responsible for implementing and coordinating the policy of initial vocational training through apprenticeship in building and public works trades, defined by these social partners. Its current network includes more than 300 training establishments for building and public works trades, representing more than 55,000 apprentices in initial training. The CCCA-BTP therefore guarantees national coverage and is a privileged partner of the Ministry of National Education and other institutions involved in the governance of vocational training in France. More than 3,000 trainers are employed by the training centres linked to the CCCA-BTP.

Main missions :

- Inform young people, their families and building and public works companies about initial vocational training and about building and public works trades.
- Develop innovative pedagogical projects for vocational training in the building and public works trades, in relation to the expectations of companies in the sector.
- Contribute to the training of trainers from training organisations and apprenticeship masters.
- Participate in the acquisition of technical and educational material for training organisations in the building and public works sector.
- Organise pre-training and professional integration actions for young people under 26 years of age and those of animation and support, related to the training of apprentices.

Activities and experiences developed by the CCCA-BTP and particularly useful for the RenovUP project:

- A digital application, created by the CCCA-BTP and its network, dedicated to the pedagogy of work-linked training NET PARCOURS ALTERNANCE BTP, interactive and can be consulted at a distance.
- Consultancy Points providing young people with specific guidance towards the construction and public works professions, which will make it possible to better organise the recruitment of candidates for the experimental training courses.
- Expertise in the design and steering of transnational mobility projects and strategic partnerships, since 1986. This activity has gradually increased in importance and has given rise to significant structuring (a permanent team at the CCCA-BTP and a national network of European project referents present in practically every region).
- Observatory of training courses in the building and public works sector, based on surveys and company life barometers, making it possible to collect, among other things, information on the evolution of the functions of site foreman and team leader in France.
- An e-learning platform (called Aptyce) which can also be used to organise the distance training courses, as well as to organise the evaluation of these courses.
- Expertise in professional certification (creation of professional titles), useful for the implementation of the Open Badges.

<https://www.ccca-btp.fr/>

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FORMEDIL (IT)

Formedil is the Italian national body for training in the construction sector, created in 1980 by the associations that signed the National Collective Labour Agreement. Formedil, managed by social partners, has a territorial network of 104 construction schools that run more than 12,000 courses every year, with more than 160,000 learners in initial and continuous training. Formedil is a partner of the Italian Ministry of Labour, formally recognised as a vocational training operator as coordinator, at national level, of training bodies in the construction sector. More than 2,500 people have a permanent contract with the vocational schools of the Formedil network, with a further 5,000 external experts (mostly from construction companies) on occasional contracts.

The Formedil network's training offer corresponds to the qualification and professional requalification needs of companies and construction workers. Thus, the schools of the network support the professional development by implementing lifelong professional development plans, while at the same time responding to the needs in terms of skills required by the labour market. In addition to updating the knowledge of construction workers and technicians, which is part of a lifelong education and learning concept, each construction school organises on-site safety courses, technical courses, as well as initial and continuing training courses for middle management on the site.

Many construction schools also organise specialised courses focusing on the use of innovative technologies or techniques, on the environment, sustainable development and energy saving, as well as on quality management and site organisation. In addition, training in building renovation and cultural heritage restoration is a strong focus of the training offered by the vocational schools of the Formedil network.

The experience and expertise of the Formedil network is particularly useful for the RenovUp project:

- Methodological approaches to learn modern technologies and the use of modern materials in the processes of renovation and restoration of old buildings.
- Identification of new professional profiles, working on the skills and competences of workers according to the evolution of the labour market, including restorers of old buildings and site managers.
- Collaboration with a number of foundations involved in architecture and renovation of built heritage in Italy.
- Institutional relations with political and professional decision-makers at national and regional levels to participate in the governance of the vocational training system in Italy and in Europe.
- National and regional operational partnerships with actors of vocational positioning and insertion, such as guidance offices or employment agencies.
- Practices for observing trades and training as part of strategies for monitoring and collecting data on training.
- Informal recognition of experiences and skills acquired during training and in the course of a professional career with "training booklets", useful for the design of the Open Badges.
- Design of digital tools for vocational training: applications and platforms implemented in the Formedil network, some of which have been developed in the framework of European projects (including Build Up Skills).

<http://www.formedil.it/>

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FLC ASTURIAS (ES)

The Fundación Laboral de la Construcción del Principado de Asturias (FLC Asturias) was created in 1988 through a founding agreement between the employers' organisations and trade unions in the construction sector in Asturias. The FLC Asturias currently has 62 employees. The main objective is the design and implementation of vocational training for the construction sector, either in its own training centres or in institutions outside the FLC Asturias, such as public vocational training schools or social welfare services offering scholarships, grants for continuing vocational training, etc. The FLC Asturias also has a career guidance and placement agency which brings together people looking for work or training and construction companies looking for qualified employees.

The FLC Asturias, with its two vocational training schools, is a reference in the region in terms of the quality of its programmes. Since its creation, the FLC Asturias has trained around 70,000 people and has implemented 5,305 training courses (face-to-face and in mixed learning mode, integrating work situations in companies), corresponding to a wide variety of trades and functions. Thanks to its direct and continuous contact with construction companies, FLC Asturias is constantly striving to design and develop new training paths to qualify trainees for the future and the skill requirements.

FLC Asturias has experience in training engineering, apprenticeships in work situations, acquired during the development of six complete professionalization paths based on this model and aimed at different types of public. They are made up of training modules that include not only the acquisition of skills, but also positioning, self-assessment, as well as in-company experiences to put theoretical knowledge into practice, plus distance learning. All of these professionalization courses have been developed with Asturian companies in the construction sector, which have made it possible to integrate aspects that are rarely dealt with in training courses, such as the restoration of woodwork embedded in walls, in line with the new thermal and acoustic insulation standards, or the renovation of ceramic façades.

Training programmes related to the renovation of buildings whose content and teaching methods can be a resource for RenovUP:

- Restoration and renovation of old buildings (long cycle, several promotions).
- Diagnosis and evaluation of building renovation.
- Management of building renovation.
- Master's degree in building renovation (long cycle, several promotions).
- Energy renovation in old buildings.
- Insulation for renovation.
- Initial training for renovation (two-year cycle alternating with companies, several promotions).
- Energy renovation of building envelope techniques (several cycles every year since 2012).

<http://www.flc.es/>

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ŁUKASIEWICZ Network (PL)

ŁUKASIEWICZ is a research and development network that is part of the Radom Institute for Sustainable Technologies (until March 2019, known as the Institute for Sustainable Technologies - National Research Institute). It was established in 1986 and has since gained national and international recognition. It employs a highly qualified interdisciplinary staff (179 in total), more than 60% of whom are researchers. The network ŁUKASIEWICZ, with 34 research institutes, is the 3rd largest scientific network in Europe.

The Institute for Sustainable Technologies includes the Research and Development Centre for Vocational Education and Training, which employs 19 staff specialised in professionalisation, human capital development for an innovative economy, standardisation of vocational qualifications and skills, continuing vocational training and quality improvement of formal and non-formal education programmes implemented for labour market needs.

The Centre also conducts research into new occupations, skills and competencies required by advanced industrial technologies and sectors such as construction. Modular vocational education and training programmes, as well as multimedia educational packages and electronic resources for vocational education have also been developed. Thus, the ITE Lukaszewicz Centre has become a privileged partner of professional federations and other decision-makers in the construction sector in Poland for the implementation of "educational standards" (benchmarks) corresponding to sectoral qualifications at all levels (skilled worker-engineer). The standards, once approved by the profession, are submitted to the national professional certification authorities for approval and registration in the Register of Certifications.

The Centre contributes to the development of the Polish system of professional qualifications and competences by cooperating with the Ministry of National Education, the Institute of Educational Research and the Ministry of Family, Labour and Social Policy. It participates in cross-sectoral and sectoral consultations (including construction) for new legal regulations concerning the system of qualifications.

Through its participation in the sectoral competence councils, the centre diagnoses the competences sought by employers; it defines competency profiles, prepares draft changes to curricula, adapting them to the competences required on the contemporary labour market. As part of this work, the centre participated in numerous projects between 2014 and 2019 to develop national occupational skill standards, including those for the construction industry.

For the RenovUp project, the ITE Lukaszewicz Centre will work more specifically on the identification of the skills and certifications of teachers and trainers in the construction sector, including professional development in the analysis of work situations in companies and on construction sites. He will pilot phase O3 of the project which aims at the professionalisation of trainers.

<https://www.itee.radom.pl/>

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PEDMEDE (GR)

The Panhellenic Association of Engineering Contractors in Public Works and Construction (PEDMEDE) has been representing companies in this sector in Greece since 1935. It brings together more than 2,500 companies and is a privileged partner of the Greek Ministry of Infrastructure and Transport. Present in the social dialogue and with a structure of 15 regional federations, covering all Greek regions and covering both public works and construction activities, PEDMEDE is a social partner recognised by the national public authorities, government representatives and the main stakeholders representing the construction sector, participating in the development of policies and lifelong vocational training initiatives in the sector.

PEDMEDE has "professional development" services which, in conjunction with a network of vocational schools and other partners, work on training projects in different areas (by level, theme and audience). Thanks to the skills observatory and in its capacity as an employers' organisation, PEDMEDE ensures that the professionalisation projects proposed by different training bodies correspond to the priorities and expectations of companies.

PEDMEDE is currently coordinating the Greek national project entitled "Training and certification of employees in the construction and materials industry", financed by the European Social Fund (ESF). The project aims to develop the professional capacity of 1,200 employees (including young people) in the construction sector, by providing training and certification activities in areas such as BIM ion or management of public construction contracts. In addition, recent work concerns the relationship between the evolution of standards and the skills needed for their application in companies, the digitalisation of training, the balance between technical skills and transversal skills. The prospective observatory of trades and qualifications set up by PEDMEDE to better analyse the expectations of companies will be a valuable tool for carrying out the first phase of the RenovUP project (which PEDMEDE is responsible for steering).

Specific contribution to the RenovUp project:

- PEDMEDE's members include companies specialising in the renovation and restoration of buildings, some of which have a strong reputation on the Greek renovation market. These companies offer a field for observing professional practices in work situations (some of them intervene on a significant number of sites considered as prestigious). They will also provide opportunities to organise experimental actions planned in phase O4 of the project. Three of them have already declared their interest in the project (NHRIKOS S.A., ETBO S.A. and DEKTOR S.A.).
- PEDMEDE will also bring to the project a more institutional and systemic view, which will complement more operational approaches that are already strongly represented by the other partners. Thus, PEDMEDE will make the project known to the Greek National Chamber of Commerce and Industry (Construction section), to the Ministry of Development and Investment (Construction section) of the International Federation of Construction Enterprises (FIEC) in order to integrate them in the processes of consultation, evaluation of the results and, subsequently, in their dissemination.

<https://pedmede.gr/en/presentation/>

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Associated partners

The coordinator and each direct project partner will mobilise associated partners who will complement the skills of the partnership and contribute to the dissemination of results. In this sense, the partners have the support of a good number of representative professional organisations. These organisations will be regularly informed of the project's progress. In order to help the partners in their efforts, they will also be invited from the start of the project, within the framework of the national support groups, to validate the partial and final results and to set up, via their own channels, valorisation and dissemination actions (online, professional conferences and seminars, periodical publications).

The following professional organisations have already confirmed their interest in the project and in the dissemination of its future results:

- Spain: Asturian Construction Confederation (CACASPROCON), Comisiones Obreras de Asturias (CC.OO) Construcción y Servicios and General Union of Workers of Asturias (UGT Asturias).
- France: Fédération française du bâtiment (FFB), Capeb and the Compagnons du Devoir et du Tour de France.
- Greece: National Chamber of Commerce and Industry (Construction section), to be considered as a social partner, Ministry of Development and Investment (Construction section).
- Italy: National Confederation of Crafts and Small Businesses (CNA).
- Poland: the construction sector trade union ZZ BUDOWLANI and the Polish Confederation of Construction and Real Estate (KBN).

The partner organisations will mobilise, from the start of the project, vocational training centres as places for production and experimentation. The following training centres have expressed their willingness to be involved in the project as associated organisations:

- Spain: vocational training centres (initial and continuing) of the construction industry in Gijón and Oviedo (Principality of Asturias).
- France: four training centres (Bordeaux-Blanquefort, Toulouse, Rouen and Reims), all involved in the training of middle managers (local managers) on site, plus a training of trainers coordinated by the CCCA-BTP.
- Greece: four vocational training centres in the Attica region (AKMI, TEXNIKI EKPEDEUTIKI, EVROPRODOS, MASTER KEK).
- Italy: four vocational training centres in the region of Puglia (Bari), Sicily (Ragusa) and Lazio (Rome).
- Poland: two vocational training centres (initial and continuing) for construction trades (Radom and Kielce), plus a training centre specialising in the training of trainers (Radom).

To set up such training, the partners will draw on their own expertise and on collaboration with research centres, institutes and universities specialising in the analysis of work situations and their formative exploitation. Contacts in this respect can be made with the IP2A (Institute for the Professionalization of Learning Actors) and the CNAM in France, the Institute for Pedagogical Research in Warsaw in Poland, the University of Oviedo in Spain, the Technological University of Athens in Greece and the Sapienza University in Rome - Faculty of Sociology and Work Organization in Italy.

Finally, in order to work on the formal recognition of prior learning, the partners will collaborate with national and/or regional certification bodies, such as the Agence France Compétences, the Regional Council of the Lazio Region in Italy (competent for professional certifications valid in this territory), the Sectoral Council for Professional Skills for Construction in Poland, the Spanish Ministry of Labour and private certification bodies in Greece (TÜV and UNICERT).

3. Overview of intellectual outcomes

RenovUp focusses on the formative exploitation of learning in work situations (in companies). This form of learning will be a key element in the professionalisation process which will condition the other components envisaged, such as training in training centres and e-learning. At the same time, this project will be an opportunity to review relations with the company as a production and training location, as well as to build more partnership-based relations with tutors/apprenticeship masters, professional federations and territorial and certification organisations that wish to give concrete meaning to training in work situations, while formalising and recognising its achievements.

The way in which site managers and team must consider the achievement of environmental and climatic objectives on building renovation sites, will be largely reviewed in the design of the targeted professionalisation scheme. This is a complex issue which must simultaneously reflect current environmental standards in the programming of worksites, such as energy and other resource savings, waste management or the organisation of recycling on the worksite and the specific constraints of old buildings.

Intellectual Outcome	Activity	Leader	2020				2021												2022												2023											
			S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A				
IO1: Transnational model for the positioning, support and professionalisation of site managers and team leaders for building renovation sites	IO1-A1. In-depth analysis of the technical, organisational and normative specificities of building renovation sites which affect the evolution of the functions of site managers and team leaders on these sites in the partner countries	Ped-mede (GR)																																								
	IO1-A2. Identification, in each partner country, of the specific skills expected of site managers and team leaders by companies specialising in building renovation	Ped-mede (GR)																																								
	IO1-A3. Design of national and modular systems for the professionalization of site foremen and team leaders for building renovation sites in the territories identified in each country of the partnership: contents of the modules and teaching methods to be implemented based on a jointly designed transnational model (including training in work situations on site, in training centres and in e-learning)	Form-edil (IT)																																								
	IO1-A4. Design at transnational level and implementation in specific national systems of a model for positioning the groups concerned in professionalization pathways	Form-edil (IT)																																								

Results expected from IO1:

- Identification of professional situations specific to the renovation of buildings, their understanding and translation into a reference framework of activities, transposable into blocks of skills sought by companies.
- Based on the blocks of skills identified, design of training modules, integrating learning in work situations (on site), in training centres and at a distance via digital platforms.

Intellectual Outcome	Activity	Leader	2020				2021					2022					2023																		
			S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
IO2: Transnational system for the assessment and recognition of the learning outcomes of site managers and team leaders for building renovation sites with Open Badges	IO2-A1. Identification and review of the learning outcomes of the groups concerned to be validated in each country of the partnership and their possible reformulation, so that their description corresponds to level 4 (EQF) requirements for team leaders and level 5 (EQF) for site foremen, even if Open Badge is an informal recognition tool	CCCA-BTP (FR)																																	
	IO2-A2. Development of a strategy for the assessment of learning outcomes of site supervisors and team leaders for building renovation sites in each country of the partnership, including the criteria and modalities for the recognition of the learning outcomes concerned (with Open Badge)	CCCA-BTP (FR)																																	

Results expected from IO2:

- Design of processes for evaluating the skills that beneficiaries already possess at the start of the training system, to better identify what they are looking for in the system.
- Identification of procedures for evaluating training processes and learning outcomes, including in work situations, by the various stakeholders.
- Drawing up a master plan for the recognition of learning outcomes, starting with the implementation of "Open Badges", which can be seen as a first step towards an even more formal form of certification (in contexts where this is possible under current national legislation), in collaboration with national certification bodies.

Intellectual Outcome	Activity	Leader	2020				2021												2022												2023											
			S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A				
IO3: 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	IO3-A1. In-depth analysis of good practice in the training of teachers/trainers/tutors teaching and training construction professionals on a work-linked training course in the countries of the partnership in terms of identification of the professional development objectives targeted, contents, rhythms, forms and methods, as well as validation (formal and informal) of learning outcomes	Lukasiewicz (PL)																																								
	IO3-A2. Identification of professionalisation objectives, methods and training modules for the teachers/trainers/tutors, including the development of skills in analysing work situations, to prepare them for the training of site managers and team leaders (focus on those working on building renovation sites)	Lukasiewicz (PL)																																								
	IO3-A3. Formalisation of the processes for evaluating and recognising the learning outcomes of teacher/trainers/trainers' education	Lukasiewicz (PL)																																								
	IO3-A4. Implementation of training courses designed in each country of the partnership, including an optional or compulsory period of professional development abroad	Lukasiewicz (PL)																																								

Results expected from IO3:

- Design and experimental training of teachers, trainers and tutors in the analysis of work situations and training in work situations, with a one-week mobility period in a partner country (5-8 participants per country).

Intellectual Outcome	Activity	Leader	2020				2021						2022						2023																				
			S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	
IO4: Transnational strategy and national systems for the positioning, support and professionalisation of site managers and team leaders for building renovation sites	IO4-A1. Implementation of the targeted experimental professionalisation scheme, on clearly identified territories and with clearly identified partners in each partner country	FLC Asturias (ES)																																					
	IO4-A2. Adjustment of the transnational system for positioning, support and professionalisation according to the results of the experiments. Identification of points of vigilance	FLC Asturias (ES)																																					

Results expected from IO4:

- Experimental training for site managers and team leaders (current or future) designated as direct beneficiaries of the project (10-15 participants per country), with a two-week mobility period in a partner country.



Beyond these specific responsibilities, **each partner will be co-responsible for the overall implementation and the success of the project.** Thus, partners will be asked to respect the following principles:

- ⇒ Communicate on the tasks and productions they will coordinate, in a clear way, using simple and shared communication tools.
- ⇒ Ensure that all partners understand what is expected and that they adhere to the objectives of each phase of work.
- ⇒ Respect deadlines for production and communication of results.
- ⇒ Alert the project coordinator to any situation or event that could affect the production process and the quality of the expected outputs.

The spirit of co-responsibility, to be initiated from the very beginning of the project, will be essential to move forward in a coordinated way.

4. Technical meetings and multiplier events (provisional)

The technical meetings will be considered as formal moments for analysing the project's progress, to discuss about the products, to make correction if necessary, and for the administrative and financial control. They will take place, in principle (to be adjusted to current situations) once a year and will complete the regular follow-up of the project by the coordinator. Duration: 1.5 days (if face-to-face).

To increase the efficiency of the technical meetings and to ensure, at the same time, the valorisation of the project among different partners, dissemination events will be organised directly afterwards.

TECHNICAL MEETINGS (to be adjusted when necessary)	MULTIPLIER EVENTS
<p><u>KICK-OFF MEETING, 9/10/2017 from 9:30 AM to 1:00 PM ONLINE (Teams), set up by the CCCA-BTP</u> The aim is to launch the project among the partners, to understand the interest of each of us for the outcomes planned and take decisions on the project implementation in order to identify mutual engagements, communication tools, quality plan and administrative arrangements.</p> <p>IMPORTANT NOTICE Given that this meeting cannot be set up face-to-face, another technical meeting will be planned further on, according to potential needs (in Paris).</p>	
<p><u>IMPLEMENTING IO1, End October 2020 from 9:30 AM to 1:00 PM ONLINE (Teams), set up by the CCCA-BTP, in coordination with PEDMEDE (GR) et FORMEDIL (IT)</u> Planning of IO1: transnational model for the positioning, support and professionalisation of the site managers and team leaders concerned (see Annex 01).</p> <ul style="list-style-type: none"> • Steering and organisation of the work. • Expected outputs and their usefulness. • Communication strategy for the results IO1. 	
<p><u>2nd TRANSNATIONAL MEETING: PEDMEDE, Athens (GR) - April 2021</u></p> <ul style="list-style-type: none"> • Evaluation of the results of activities O1-A1 and O1-A2 of IO1 (see Annex 01) and their internal validation. • Evaluation of the functioning of the transnational and national partnerships during phase O1: organisation, communication, respect of mutual commitments, administrative and financial aspects. • Review of quality indicators and external evaluation of the results obtained: corrective measures if necessary. • Action plan for activities O1-A3 and O1-A4, linked to the results obtained. • Programming of IO2. 	<p><u>E1: RenovUP - Competences of middle managers on building renovation sites: business needs and available human resources - Athens (GR)</u></p> <p>Date: 16 April 2021 (suggested)</p> <p>See Annex 02 for details (suggestions)</p>

<p><u>3rd TRANSNATIONAL MEETING: Formedil, Rome or elsewhere (IT) - 2nd half of October 2021</u></p> <ul style="list-style-type: none"> • Validation of all the results of IO1 and O2: Verification of their coherence and the correspondence between the contents of the professionalisation systems and the systems for validating prior learning. • Evaluation of the functioning of the transnational and national partnerships during phases IO1 and IO2: Quality of the synergies between the two phases, organisation of the work, communication, respect of mutual commitments, administrative and financial aspects. • State of implementation of the communication plan. • Action plan for the forthcoming phases. • External evaluation of production processes, results and mutual commitments. 	<p><u>E2: RenovUp - Identification and assessment of learning outcomes in work situations: example of a site foreman and team leader on building renovation sites - Rome or elsewhere (IT)</u></p> <p>Date: 29 October 2021 (suggested)</p> <p>See Annex 02 for details (suggestions)</p>
<p><u>4th TRANSNATIONAL MEETING: Lukasiewicz Network, Radom or Warsaw (PL) - 1st half of April 2022</u></p> <ul style="list-style-type: none"> • State of implementation of phase IO3: transnational training arrangements for the teachers, trainers and teachers/tutors concerned. • Evaluation of the transnational partnership at the mid-term of the project. • Preparation of experimental training courses in each partner country. • Implementation of the communication plan at the mid-term. • Quality control and external evaluation of the production process and results at the mid-term. 	<p><u>E3: RenovUp - Accompanying teachers, trainers, company tutors and apprenticeship masters to training in work situations - Radom or Warsaw (PL)</u></p> <p>Date: 8 April 2022 (suggested)</p> <p>See Annex 02 for details (suggestions)</p>
<p><u>5th TRANSNATIONAL MEETING: FLC Asturias, Gijón or Oviedo (ES) - 2nd half of October 2022</u></p> <ul style="list-style-type: none"> • Assessment of the experimental trainings planned in phase O3. • Procedures for the evaluation of learning outcomes. • Quality control and external evaluation. • Implementation of the communication plan. • Action plan for further steps. 	<p><u>E4: RenovUp - Professionalisation of middle management for complex building renovation projects: from theory to practice - Gijón or Oviedo (ES)</u></p> <p>Date: 28 October 2022 (suggested)</p> <p>See Annex 02 for details (suggestions)</p>
<p><u>6th TRANSNATIONAL MEETING: Blanquefort, Reims or Toulouse Training Centre (FR) - June 2023</u></p> <ul style="list-style-type: none"> • Validation of all the productions, with the emphasis on the results of the experimental training courses. • Evaluation of the functioning of the transnational and national partnerships. • Quality control and external evaluation. • Assessment of communication actions. • Action plan for the follow-up in terms of transfer of results to other audiences, other sectors and other territories. 	<p><u>E5: Relying on middle managers to face new challenges on building renovation sites in Europe: experiences and contributions of the RenovUp - BTP CFA project in Blanquefort, Reims or Toulouse (FR)</u></p> <p>Date: 23 June 2023 (suggested)</p> <p>See Annex 02 for details (suggestions)</p>

Other virtual or face-to-face meetings and events can be planned, in consultation with all partners.

5. Budget

Table 1: Distribution of EU Grant

ERASMUS+ KA2 STRATEGIC PARTNERSHIP 2020 RenovUP - KA202-E9418DE4-FR EU FUNDING REQUESTED & APPROVED													
	REQUES- TED	APP- ROVED	REQUES- TED	APP- ROVED	REQUES- TED	APP- ROVED	REQUES- TED	APP- ROVED	REQUES- TED	APP- ROVED	REQUES- TED	APP- ROVED	
	CCCA-BTP FR		FORMEDIL IT		FLC ASTURIAS ES		LUKASIEWICZ PL		PEDMEDE GR		TOTAL		
Project management and implementation	18 000 €	18 000 €	9 000 €	9 000 €	9 000 €	9 000 €	9 000 €	9 000 €	9 000 €	9 000 €	9 000 €	54 000 €	54 000 €
Transnational project meetings < 2000km	3 450 €	3 450 €	5 750 €	5 750 €	3 450 €	3 450 €	4 600 €	4 600 €	2 300 €	2 300 €	19 550 €	19 550 €	
Transnational project meetings > 2000km	1 520 €	1 520 €	0 €	0 €	3 040 €	3 040 €	1 890 €	1 890 €	4 190 €	4 190 €	10 640 €	10 640 €	
Intellectual outputs	78 538 €	78 538 €	49 220 €	49 220 €	53 841 €	53 841 €	45 336 €	45 336 €	58 362 €	58 362 €	285 297 €	285 297 €	
Multiplier events	8 000 €	8 000 €	5 000 €	5 000 €	5 000 €	5 000 €	6 500 €	6 500 €	5 000 €	5 000 €	29 500 €	29 500 €	
Exceptional - subcontracting costs (75% of eligible costs): external evaluation	18 000 €	15 000 €									18 000 €	15 000 €	
Exceptional - subcontracting costs (75% of eligible costs): intervention / external expertise	6 000 €	0 €	6 000 €	0 €	4 000 €	0 €	4 000 €	0 €	4 000 €	0 €	24 000 €	0 €	
Exceptional - subcontracting costs (75% of eligible costs): creation of communication tools and web design	4 000 €	0 €	1 000 €	0 €	1 000 €	0 €	1 000 €	0 €	1 000 €	0 €	8 000 €	0 €	
TOTAL EU FUNDING	137 508 €	124 508 €	75 970 €	68 970 €	79 331 €	74 331 €	72 326 €	67 326 €	83 852 €	78 852 €	448 987 €	413 987 €	

Table 2: INTELLECTUAL OUTPUTS DETAILS: TEACHERS/TRAINERS/RESEARCHERS Only (Cat. 2), ex. Lukasiewicz IO3

ERASMUS+ KA2 STRATEGIC PARTNERSHIP 2020 RenovUP - KA202-E9418DE4-FR EU FUNDING FOR INTELLECTUAL OUTPUTS (Cat. 2 only, ex. Lukasiewicz IO3)						
	CCCA-BTP FR	FORMEDIL IT	FLC ASTURIAS ES	LUKASIEWICZ PL	PEDMEDE GR	TOTAL
<i>Ratio per day Cat. 1</i>				88 €		
<i>Ratio per day Cat. 2</i>	214 €	214 €	137 €	74 €	137 €	
Nb of days IO1 Cat. 2	135	98	143	223	181	780
Total IO1 Cat. 2	28 890 €	20 972 €	19 591 €	16 502 €	24 797 €	110 752 €
Nb of days IO2 Cat. 2	76	38	67	105	71	357
Total IO2 Cat. 2	16 264 €	8 132 €	9 179 €	7 770 €	9 727 €	51 072 €
Nb of days IO3 Cat. 1				14		14
Total IO3 Cat. 1				1 232 €		1 232 €
Nb of days IO3 Cat. 2	71	43	75	127	79	395
Total IO3 Cat. 2	15 194 €	9 202 €	10 275 €	9 398 €	10 823 €	54 892 €
Nb of days IO4 Cat. 2	85	51	108	141	95	480
Total IO4 Cat. 2	18 190 €	10 914 €	14 796 €	10 434 €	13 015 €	67 349 €
TOTAL INTELLECTUAL OUTPUTS - DAYS	367	230	393	610	426	2 026
TOTAL INTELLECTUAL OUTPUTS - AMOUNT	78 538 €	49 220 €	53 841 €	45 336 €	58 362 €	285 297 €
Cat. 1: Managers						
Cat. 2: Teachers/Trainers/Researchers						

Documents to be communicated to the project coordinator (CCCA-BTP) periodically or after each event concerned:

- Monthly Timesheets (regrouped and sent every three months)
- Proofs of link of every staff with your organisation (labour contracts, payment slips, etc. NO SUBCONTRACTING but PERMANENT OR TEMPORARY STAFF ONLY).
- Proofs of attendance at Technical Meetings, plus supporting documents (ex. Tickets, boarding passes, hotel invoices).
- Participation lists related to Dissemination Events (signed up), plus reports and supporting documents.

See Annex 03 for more details on the budget calculation and supporting documents.

Recommendations:

- Supporting documents : Keep the originals / Send the copies to the CCCA-BTP.
- There are several levels of controls and audits : Keep the originals in case of further in-depth controls ('on pieces', 'in-site').
- Variations of 20 % in comparison to the provisional amounts → OK without amending the contract.
- If > 20 % → an amendment to the contract is necessary to establish a new contractual budget for each category of expenses, not for each partner.
- The activities that are funded ARE in the budget → for each activity, there is a category → if there is no category : take from Project management and Implementation or own Funds.
- If a partner does not use all its budget, another one can benefit from it (we are a consortium). But if no partner uses the available budget, it will be lost.

6. Dissemination strategy: Role of each partner

Implementation of the strategy

As this is a cross-cutting activity and essential for the sustainability of the results, the CCCA-BTP, as the coordinating body and responsible for the overall quality of the project, will also be in charge of implementing the communication, valorisation and dissemination strategy. The other partners will also be forces of proposal, especially through consultations during the transversal technical meetings. They will therefore feed this strategy and implement it in their countries. All the partners have communication departments. These will work in relation with the CCCA-BTP communication department. In order to coordinate communication, valorisation and dissemination actions in each country concerned, a RenovUp communication manager will be appointed within each partner organisation.

Within this general framework, the communication departments of each partner, in addition to their national missions, will be assigned a transversal task, at the service of all the partners:

- CCCA-BTP (FR) will propose strategies for the promotion of new modes of collaboration with companies and training in work situations within the framework of the envisaged professionalisation schemes.
- Formedil (IT) will propose strategies and modes of communication to promote transparency, recognition and validation of learning outcomes.
- Lukasiewicz Network (PL) will propose communication approaches to promote the training of teachers/trainers/tutors in enterprises.
- FLC Asturias (ES) will be in charge of developing communication strategies with external organisations capable of facilitating the recruitment of beneficiaries of the planned professionalisation actions.
- Pedmede (GR) will be in charge of proposing communication strategies of a more institutional nature, aimed at political and strategic decision-makers, mainly to ensure that the results of the project can be used beyond its partners.

Target groups

The communication vehicles (both digital and physical), which are funded from the project budget, will be adapted to three main groups of receivers:

- Institutional, professional and organisational managers and decision-makers.
- Educational managers, teachers, trainers and company tutors.
- Direct beneficiaries (current and future site managers and team leaders in building renovation companies).

Availability, accessibility of results and productions

All intellectual results of the project, participation in planned events (excluding travel and subsistence costs), brochures and other information material in all available languages, as well as downloading from the project website or common dissemination platforms of research reports and other material produced will be possible free of charge. However, commercial exploitation of the results and content made available free of charge will not be allowed.

Even if the project is sectoral and targets a group of beneficiaries which may appear to be small (site managers and team leaders for building renovation projects), it is nevertheless transversal in its approaches in terms of pedagogical and training engineering, identification of target audiences, customisation of professional pathways or the recognition and validation of learning outcomes.

Moreover, the investigations planned in the field, the partnerships to be built, the experimentation of training in work situations, the use of digital platforms for self-training, the strengthening of the pedagogical relationship with the training companies or the experimentation of Open Badges in specific sectors and territories have a broader professional dimension than the professional profiles directly targeted in the RenovUp project.

In order to enhance the transferability of the results, the reports of each phase of the project will contain information on how beneficiaries and organisations from other professional sectors and other countries will be able to exploit these results (in other words, the modes of transfer and adaptation to other contexts will be explained). In addition, the partners will create a user platform, which can work with the project website. This will be connected to different social networks to collect opinions on the progressively available productions. Dialogue, both formal and informal, with target groups and other stakeholders, exploited in a systematic way, can be an effective way to make the project known beyond the partnership and to feed the appetite about its results, even after its contractual period of realisation. This will complement the communication, valorisation and dissemination strategies for the results planned in each country.

In addition, the results of the project will be regularly communicated, through the dissemination channels that the partners are already using, to the institutions that ensure the governance of the vocational training systems in their countries.

Transversal promotion of results and outputs

Beyond the dissemination of the productions of each phase of the project (O1-O4), the partners have identified, in their communication project, the promotion of specific results while remaining transversal, transferable to all audiences, sectors and areas of professionalisation, which is an additional guarantee of the sustainability of all the project results. This second key to reading the project's productions includes the following thematic blocks:

- Block 1: Identification of strategies and practices meeting the expectations of the economic world in terms of the skills of middle management on site.
- Block 2: Organisation of territorial collaboration for the success of professionalisation schemes based on on-the-job training.
- Block 3: Transparency, recognition and validation of learning outcomes (formal and informal).
- Block 4: Further training for company teachers/trainers/tutors based on the use of their professional experience.
- Block 5: Recruitment and career guidance practices for the beneficiaries of professionalisation measures.
- Block 6: Communication strategy with the business world to promote lifelong professionalisation.

Each partner will have a specific responsibility in the development of the communication strategy relating to these thematic blocks, valid both in its national context and in the contexts of the partner countries. In this way, each partner will work for its own needs and those of others. The allocation of the blocks is as follows:

- CCCA-BTP (FR) - Blocks 2 and 6
- Formedil (IT) - Block 3
- FLC Asturias (ES) - Block 5
- Lukaszewicz ITE Network (PL) - Block 4
- Pedmede (GR) - Block 1.

ANNEX 01: INTELLECTUAL OUTCOMES IN DETAILS

IO1: Transnational model for the positioning, support and professionalisation of site managers and team leaders for building renovation sites

Leaders: PEDMEDE (GR) & FORMEDIL (IT)

Start: 2020-10-01 End: 2021-10-31

The main aim will be to design a set of professionalization modules for site managers and team leaders (current or future) wishing to improve their skills in the management of renovation sites. A preliminary analysis of the specificities of building renovation sites, as well as the needs expressed by professionals or their representatives consulted in the countries of the partnership, shows that the modules to be designed should enable them to acquire skills in the following areas (initial hypothesis):

- Planning, programming, organisation and coordination of the work, considering the environment and the specific constraints of renovation sites.
- Implementation of techniques and organisational methods specific to renovation sites. Use of specific materials and products (specific technical know-how). A compromise between old and modern techniques.
- Quality control and verification of the implementation of the specifications specific to renovation projects.
- Negotiation and mediation with the various partners, both external (architects) and internal (design offices, commercial departments, etc.) to the company.
- Managing and motivating teams on a renovation site (considering and managing its specific constraints and risks, innovation, compliance with social regulations).
- Integration of standards and prescriptions concerning energy transition, energy savings, waste management and other environmental standards in contexts specific to old buildings.
- Integration of standards and prescriptions concerning health and safety at work, prevention of occupational risks in specific contexts of renovation of old buildings.
- Use of digital skills for the renovation of buildings (searching for information on the internet, use of specific software, BIM).

These modules will operate either independently or as part of a package as part of employees' professional development projects. In addition, they may be added to existing training courses in the countries of the partnership, providing specialisation or further professional development specific to the conduct of activities on building renovation sites.

IO1 will also contain a model for the positioning of the beneficiaries in the envisaged pathways, to be designed with dedicated experts in each country of the partnership, their work being then capitalised at transnational level. The systematic positioning integrated in the professionalisation process will be one of the main innovative aspects of the scheme to be designed.

The second innovation is linked to the concept of the professionalisation based on:

- Training in work situations in companies where the AFEST (France) or equivalent prescriptions (identified in the four other countries of the partnership) will be integrated and then tested in real-life situations, based on a certain number of existing deployment guides which will be enriched during this project.
- Training in a training centre (or vocational school) to consolidate learning in work situations, according to the professionalisation objectives identified beforehand. Theoretical knowledge can be contributed at this stage, and then applied in work situations.

- Distance learning based on the expertise and experience of the partners in the design, implementation and animation of digital platforms adapted to teaching and vocational training.

These three components will work together, which will require well-structured management of the system, in-depth collaboration between the training centre and the company, based on a very precise sharing of roles, and a sense of responsibility on the part of the learner, who will be placed at the centre of the professionalisation process.

Steps and methodology

IO1-A1. In-depth analysis of the technical, organisational and normative specificities of building renovation sites which affect the evolution of the functions of site managers and team leaders on these sites in the partner countries.

- In-depth analysis of the documentary sources (reports, summary notes, descriptions, etc.) already identified in order to have a precise vision of the profiles and particularities of building renovation projects in the partnership countries.
- Validation of this vision with groups of experts gathered in each country (5 to 10 experts, 1 to 2 meetings per country).
- Transnational comparison to identify the most characteristic and specific working situations where there is a shortage or inadequacy of skills.

IO1-A2. Identification, in each partner country, of the specific skills expected of site managers and team leaders by companies specialising in building renovation.

- Based on the results of IO1-A1, design of a model of the skills sought by companies and identification of the methods, tools and means (mainly pedagogical and organisational) to acquire them, taking into account learning in work situations, in vocational schools or in training and e-learning centres.
- Validation of this model with groups of experts in each country (5 to 10 experts, 1 to 2 meetings per country). The expert groups will include not only professionals from the sector, but also specialists in training engineering and engineering support for professional development paths.
- Transnational synthesis in order to formulate recommendations that will then enable the construction of the targeted professionalisation modules.

IO1-A3. Design of national and modular systems for the professionalization of site foremen and team leaders for building renovation sites in the territories identified in each country of the partnership: contents of the modules and teaching methods to be implemented based on a jointly designed transnational model (including training in work situations on site, in training centres and in e-learning).

- Translating the skills required into training content, to be used in work situations, in the training centre and via the e-learning platform. These three modes of learning must work in synergy and complement each other.
- Application of AFEST (fr) and equivalent approaches to identify and exploit work situations in companies for the purposes of professionalisation.
- Identification and adaptation of educational platforms already used by the partners to implement distance learning content (e-learning).
- Validation of the contents and the professionalisation approach by the groups of experts already mentioned.

IO1-A4. Design at transnational level and implementation in specific national systems of a model for positioning the groups concerned in professionalization pathways.

- Identification of positioning practices already implemented by the partners and their selection with a view to their adaptability to the objectives of the system to be designed.
- Design of the positioning systems envisaged in each country (transnational model and its national variations).
- Validation of the professionalisation approach by the groups of experts already mentioned.

All partners will be involved in all activities. Nevertheless, the responsibilities for each activity have been clearly assigned to lead partners.

- **IO1-A1 and IO1-A2 to Pedmede (GR)** given its experience in the setting up and operation of sectoral observatories of jobs and skills, including in the sector of renovation of engineering structures and buildings.
- **IO1-A3 and IO1-A4 to Formedil (IT)** in view of its expertise in the design and piloting of national vocational training schemes for trades and the function of renovation of the built heritage, acquired, among others, during several transnational educational engineering and training projects in the field concerned.

IO2: Transnational system for the assessment and recognition of the learning outcomes of site managers and team leaders for building renovation sites with Open Badges

Leader: CCCA-BTP (FR)

Start: 2021-04-01 End: 2021-10-31

The specific skills of middle management on building renovation sites are not, to our knowledge, recognised. The systematic recognition of skills, even informal as proposed here, would therefore be a first step towards identifying their specificity more clearly and thus contribute to the greater emergence of a professional identity specific to team leaders and site foremen working in the building renovation sector.

The proposed approach will follow the logic of the attribution of an Open Badge, understood as a digital image in which information such as: the field of attribution (or definition/description of the path of professionalisation followed), the identity of the issuer and receiver of the badge, the statement of the targeted competences, the criteria for the attribution of the badge and the evidence justifying the competences acquired will be recorded. In order to respect his or her open mind, it will not only constitute a certificate of a successfully completed career path, but it may also take into account other experiences, achievements, competences, commitments, values or aspirations of the person who will obtain it.

The Open Badges, launched simultaneously in several countries, will allow validation of the approach in several situations, which will probably lead to their gradual adjustment, following the experiences programmed as phase 4 of the project (see O4). This approach could be valorised and disseminated to other audiences and sectors, mainly through events with a multiplier effect and testimonials of experiences on the different websites and through the social networks of the partners.

Steps and methodology

IO2-A1. Identification and review of the learning outcomes of the groups concerned to be validated in each country of the partnership and their possible reformulation, so that their description corresponds to level 4 (EQF) requirements for team leaders and level 5 (EQF) for site foremen, even if Open Badge is an informal recognition tool.

- Work at national level first, conducted under the direct responsibility of each partner.
- Transnational synthesis and final choice of the contents of the Open Badge valid in all the countries of the partnership.
- Validation of the proposal by all NAGs and adjustments if necessary.

IO2-A2. Development of a strategy for the assessment of learning outcomes of site supervisors and team leaders for building renovation sites in each country of the partnership, including the criteria and modalities for the recognition of the learning outcomes concerned (with Open Badge).

- Work on the operational implementation of the Open Badges in the countries of the partnership: identification of the rules for granting, management, coordination, choice of IT support and principles of day-to-day operation in each country concerned.
- Work on the recognition of the Open Badges obtained at each national level first and between the different partners at transnational level: mainly with organisations representing the profession.
- Work on possible gateways to more formal certification: with certification bodies in each country of the partnership.

IO3: 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

Leader: ŁUKASIEWICZ Network (PL)

Start: 2021-11-01 End: 2022-11-30

This professional development scheme will be aimed at teachers, trainers and tutors/apprenticeship masters who will then lead the professional development scheme for the targeted foremen and foremen. It will be designed according to the same principles as the latter.

It will thus mix :

- Presential training (mainly theoretical contributions to the analysis of work situations, the construction of professionalisation projects with the training company, the monitoring, assessment and recognition of learning outcomes, the use of digital media in adult training, the responsibility and autonomy of learners - future middle managers in an increasingly complex construction company). This training will, in principle, last two weeks (initial hypothesis, to be checked when the system in question is designed).
- E-learning (mixing pedagogical and technical aspects, information retrieval, knowledge tests, etc.) using learning platforms (preferably already existing among the partners).
- Application of knowledge in work situations, with learners and company staff (even if the audience are not the current or future site managers and team leaders working on building renovation sites).
- A one-week professionalisation stay in another partner country ("job shadowing"), to enrich the national training course, by observing and analysing other modes of access to the skills targeted in the same transnational system of professionalisation for middle managers on building sites.

An experimental session is planned in each partner country. These sessions will be co-facilitated by training engineers from partner organisations and by external experts, from associated organisations, with expertise in the design of alternating training courses based on the formative exploitation of work situations (mainly pedagogical institutes and universities, specialised in vocational training engineering). The experimental sessions will deliberately involve few participants (5 to 8 per country), in order to be able to follow them in an individualised way and to adjust the professionalization pathways before making them accessible to a wider public at a later stage. Indeed, the partners have set themselves the objective of implementing targeted professional development sessions at least once a year, including after the contractual end of the project, with clearly identified funding arrangements specific to each country. The achievements of this training will also be recognised with "Open Badges".

Steps and methodology

IO3-A1. In-depth analysis of good practice in the training of teachers/trainers/tutors teaching and training construction professionals on a work-linked training course in the countries of the partnership in terms of identification of the professional development objectives targeted, contents, rhythms, forms and methods, as well as validation (formal and informal) of learning outcomes.

- Good practice in terms of pedagogical and training engineering (including analysis of the professional development needs of teachers/trainers/tutors in enterprises).
- Analysis of the training methods and tools that partners (direct and associated) use for their professional development schemes for their target audiences (review of digital platforms, reference documents for the animation of sequences and for the assessment of learning outcomes, etc.).
- Analysis of the profile of the trainers involved in these systems.

IO3-A2. Identification of professionalisation objectives, methods and training modules for the teachers/trainers/tutors, including the development of skills in analysing work situations, to prepare them for the training of site managers and team leaders (focus on those working on building renovation sites).

- Formulation of recommendations in terms of targeted professional development and their comparison with the opinions of school headteachers/training centre managers/renovation company managers, in addition to those expressed by the NAGs who will form groups of experts consulted at each phase of the project (double validation of initial recommendations).
- Identification of the means available and the financing modalities in each country of the partnership.
- Formalisation of the planned professional development system, considering the recommendations adopted and the means available in each country.

IO3-A3. Formalisation of the processes for evaluating and recognising the learning outcomes of teacher/trainers/teachers' education.

- Identification of the objectives, modes and conditions of evaluation, drawing on, among other things, the results of other European projects carried out in this field.
- Formulation of the conditions and processes for issuing the Open Badges in each country of the partnership.
- Formalisation of communication strategies to promote and deploy the Open Badges.

IO3-A4. Implementation of training courses designed in each country of the partnership, including an optional or compulsory period of professional development abroad.

- Recruitment of company teachers/trainers/tutors for the experimental action (provided directly by each partner organisation which will rely on its network of schools or vocational training centres; 5 to 8 participants planned per country, i.e. 25 to 40 participants in total).
- Choice of training bodies for these groups, determination of places, dates, forms of organisation of the training and methods for evaluating and validating prior learning.
- Facilitation and support of the process of training and validation of learning outcomes, to be implemented in each country of the partnership.
- Evaluation of the process implemented: by the trainee-trainers and other participants, by the companies mobilised during the process and by the trainers who led the experimental scheme.
- Formulation of recommendations for the professional development scheme to be implemented subsequently (dissemination and deployment phase after the experimental phase).

IO4: Transnational strategy and national systems for the positioning, support and professionalisation of site managers and team leaders for building renovation sites

Leader: FLC ASTURIAS (ES)

Start: 2022-09-01 End: 2023-08-31

IO4 is closely related to IO1. Indeed, IO1 can be considered as a model or a starting construction, while IO4 is its empirical verification and feedback. It is therefore this production that will enable us to move from a model for the professionalisation of the target groups to a transnational professionalisation strategy that can be adapted to national contexts. At the end of the experiments, which will bring together 10 to 15 participants in each country of the partnership, the aim will be to stabilise the transnational system for the positioning, support and professionalisation of site managers and team leaders for building renovation sites, which will be offered to a wider public during its deployment phase. This production will be decisive for the valorisation of the project in the countries of the partnership and beyond, such as the appetite for the results of the project once it has been completed.

Steps and methodology

IO4-A1. Implementation of the targeted experimental professionalisation scheme, on clearly identified territories and with clearly identified partners in each partner country.

- Recruitment of the target groups (current or future team leaders and site managers) and their positioning in individualised professionalisation pathways.
- Modular work-linked training according to the prescriptions resulting from IO1 of the project.
- Period of professionalization in another partner country of the "internship" or "job shadowing" type (compulsory or offered as an option financed under the Erasmus+ Mobility programme).
- Assessment and recognition of learning outcomes with Open Badges.

IO4-A2. Adjustment of the transnational system for positioning, support and professionalisation according to the results of the experiments. Identification of points of vigilance.

- Evaluation of the results of the experiments in each partner country and transnational synthesis and terms of recommended improvements before moving on to the deployment phase.
- Drawing up a realistic and pragmatic strategic plan for the deployment of the system in the partnership countries over 3 years following the completion of the project.
- Validation of the recommendations by the NAGs in all the partnership countries.

The FLC ASTURIAS (ES) will also supervise the production of a report on operational strategies for professionalisation to be implemented on a sustainable basis in the countries of the partnership and beyond the project, which can be adapted to changes in national contexts and to middle management on building renovation sites. The participation of external experts in the productions and validation of the results of this phase of the project, either directly involved in the planned realisations or considered as "expert-evaluators-validators", mainly through the NAGs, is essential for the dissemination and use of the productions realised. The partners will attach great importance to these audiences and will consider their participation in the productions and in the life of the project in general, not only as an indispensable contribution to the quality of the results, but also as a communication and facilitation process to enhance and disseminate them.

ANNEX 02 : DISSEMINATION EVENTS

E1 : RenovUP - Skills of middle managers on building renovation projects: companies need and available human resources – Athens (GR)

Date: April 21st, 2021 (suggested)

Description:

Directly following the 2nd transnational technical meeting of the project, this half-day seminar to disseminate the first results will be held in Athens. As well as all the other dissemination seminars, it will be part of the strategy of communication and valorisation of the objectives and the expected productions. Moreover, professionals being present, this seminar will give the opportunity to verify their appetite for the planned productions. The organization of the event will promote exchanges, questions and the emergence of proposals for the continuation of the project.

Thus, the participants will not only be information receivers but also contributors who, given their comments, criticisms and proposals, will participate in the quality of the productions envisaged. This event, like all the following ones, should not only make known the objectives and expected productions of the RenovUp project, but also promote local and regional, or even national, collaborations for the quality of the targeted productions.

Target groups:

- Companies in the sector and other representatives of the economic structure of Athens interested in the professionalization of middle managers,
- Professional federations in the construction sector and other sectors interested in the issue of increasing skills in human resources,
- Guidance and vocational training bodies offering individual courses,
- Institutional decision-makers and other partners working for socio-professional integration in the territory of Athens and other potentially interested parties,
- Organizations with expertise in validating learning outcomes, including work situation.

Aims:

- Acquaint participants with the concrete benefits of Erasmus+ strategic partnership projects, based on a concrete example (RenovUp),
- Introduce searching strategies to match the expectations of companies with the responses of training structures in terms of skills for middle managers on building renovation projects,
- Promote transnational collaborations in order to achieve shared objectives: building a common professionalization system, but that can be adapted according to national contexts,
- Collect opinions and proposals from participants on productions already achieved, as well as proposals for their improvement.
- Identify with the participants new communication channels to promote and disseminate project results.

Organizer of the event : PEDMEDE (GR)

Number of participants foreseen : 55

E2: RenovUp - Identification and assessment of learning outcomes in work situations: example of site manager and team leader on building renovation sites – Rome or elsewhere (IT)

Date: October 29th, 2021 (suggested)

Description:

This second seminar of valuation and dissemination of the results of the RenovUp project will be held just after the 3rd transnational technical meeting. It will enable the Italian partner Formedil, at its request, to promote in a pragmatic way the benefits of recognition or even formal validation of learning outcomes in companies or on construction sites and, by extension, in other professional contexts, based on concrete examples, because at that date, the partners will have the results of phases O1 and O2.

Thanks to an interactive organisation that will promote the debate of opinions, Italian participants will have the opportunity to express their views on the evaluation methods and learning outcomes to be implemented and disseminated within the framework of the RenovUp project (Open Badges).

Target groups:

- Companies in the sector and other representatives of the economic structure of the Apulia or Lazio region, interested in professionalization processes leading to a structured and systematic recognition of learning outcomes, mainly from work situations,
- Professional federations of the construction sector and other sectors, interested in the issue of increasing human resources skills,
- Guidance and vocational training organisations offering individual courses, interested in the identification and recognition of learning outcomes,
- Institutional decision-makers and other partners working to identify and recognise learning outcomes in Apulia or Lazio,
- Organizations with expertise in validating learning outcomes, including work situations.

Aims:

- Raise awareness of the importance of structured and systematic recognition and validation of learning outcomes in general and arising from specific work situations,
- Make the principle of Open Badges known and the opportunities to use it in Italian contexts,
- Strengthen regional collaborations between the different actors on the topics and aims of the RenovUp project, with a focus on the identification and validation of learning outcomes,
- Promote transnational collaborations for common professionalization schemes adaptable to national contexts,
- Collect opinions and proposals from participants on productions already achieved, as well as proposals for improvement,
- Identify with the participants new communication channels to promote and disseminate project results.

Organizer of the event: FORMEDIL (IT)

Number of participants foreseen: 35

E3: RenovUp – Support for teachers, trainers, company tutors and training teachers in work situations – Radom or Warsaw (PL)

Date: April 8th, 2022 (suggested)

Description:

Directly following the 4th technical transnational meeting, this new seminar of valuation and dissemination of the results of the project will also focus on supporting teachers, trainers, company tutors and training instructors in work situations. Beyond the communication on the RenovUp project, the partners wish to rely on the Polish network of vocational schools in the construction sector, already sensitized to teacher training, to initiate exchanges of ideas and proposals on the extension of supporting actions to other audiences, especially business tutors and learning masters.

Target groups:

- Directors, educational managers and teachers of construction vocational schools in Poland,
- Business managers and tutors involved in company training,
- Professional federations of the construction sector and other sectors interested in the issue of increasing the skills of human resources in general and of company tutors or apprentice learning masters in particular,
- Vocational training organisations offering career paths for teachers, trainers, business tutors and learning masters,
- Institutional decision-makers and other national partners interested in RenovUp project issues.

Aims:

- Raise awareness of the importance of training teams of teachers, trainers, tutors and learning masters,
- Promote the different possibilities of structured recognition and validation of learning outcomes in general and issued from professional situations, in particular concerning teachers, trainers, tutors and learning masters,
- Promote the principle of the Open Badge and the opportunities to use it for teachers, trainers, tutors and learning masters at the end of their career paths,
- Strengthen collaboration with Polish vocational schools and other stakeholders on the topics and objectives of the RenovUp project,
- Promote transnational collaborations for common professionalization schemes adaptable to national contexts,
- Collect opinions and proposals from participants on productions already achieved, as well as proposals for improvement,
- Identify with the participants new communication channels to promote and disseminate project results.

Organizer of the event : CENTRE ITE LUKASIEWICZ (PL)

Number of participants foreseen : 45

E4: RenovUp - Professionalization of middle managers for complex building renovation projects: from theory to practice - Gijón or Oviedo (ES)

Date: October 28th, 2022 (suggested)

Description:

This seminar on the valuation and dissemination of results will be organized the same way as the previous seminars, as a direct follow-up to the 5th transnational meeting of the project. At this time, the partners will already have a significant number of productions to present to the participants. Moreover, the experimental phase will already be launched in all countries, which will provide an opportunity to discuss with the participants the conditions for its implementation and the expected effects. Thus, this event will be particularly important: the conceptual results of the project will be discussed, their usefulness in the Spanish context will be analysed during exchanges with the participants and possible arrangements of the experimental phase will be identified.

Target groups:

- Companies managers of the Principality of Asturias and all persons likely to supervise in-company training,
- Professional federations of the construction sector and other sectors interested in the issue of increasing the skills of human resources in general and middle managers on working site in particular,
- Directors, educational managers and teachers of vocational training centres (in the construction and other sectors) of the Principality of Asturias,
- Institutional decision-makers and other regional partners (Asturias, Galicia, Cantabria) interested in the RenovUp project.

Aims:

- Promote vocational training in construction companies (and not just renovation companies),
- Promote the different possibilities of structured recognition and validation of learning outcomes in general and occupational situations,
- Promote the principle of the Open Badge and the opportunities to use it for company employees,
- Strengthen collaboration between companies and vocational training centres on the professionalization of employees and young people in initial training,
- Enhance the added value of the professionalization of middle managers on working sites related to the performance of companies,
- Collect opinions and proposals from participants on productions already achieved, as well as proposals for improvement.

Organizer of the event: FLC of Asturias (ES)

Number of participants foreseen: 35

E5: Rely on middle managers to face new challenges on building renovation sites in Europe: experiences and contributions of the RenovUp project – Training centre of Blanquefort, Reims or Toulouse (FR)

Date: June 23rd, 2023 (suggested)

Description:

This transnational meeting dedicated to the valuation of the results of the RenovUp project will highlight the links with other strategic partnerships achieved by the partners between 2018 and 2023 and which have contributed to the improvement of the performance of the building companies of renovation, through a professionalization of the site managers and team leaders.

In addition, this seminar will be designed to demonstrate the real added value of transnational projects, to carry out faster and better its own national and regional projects. Participants will also be encouraged to take advantage of the results of the RenovUp project and thus increase the power of the overall impact of the project on its direct and indirect beneficiaries.

This transnational meeting will take the form of reflection and working workshops, focusing on both the knowledge and use of the products and on the sustainability conditions of the project beyond its contractual life.

Target groups:

- Representatives of the construction sector (professional federations, companies, training centres, employees),
- Representatives of other professional sectors present in the partners' territories,
- Representatives of the learners (having participated in the experimental actions beforehand or wanting to engage in the training offered beyond the project),
- Representatives of training organizations (teachers and trainers), tutors, learning masters,
- Institutional representatives and professional training research organizations,
- Career guidance organizations,
- Certification bodies.

Aims:

- Promote all RenovUP project productions and the conditions for their realization,
- Raise awareness of specific features and challenges such as the application of energy efficiency requirements in the context of sustainable development or occupational safety and health on building renovation projects,
- Raise awareness of the different uses of professionalization strategies, methods and tools of site managers and team leaders for building renovation projects, structured recognition and validation of learning outcomes in general and arising from professional situations in particular,
- Confront institutional, organisational and financial requirements with implementation possibilities in the partner countries,
- Enhance the added value of the professionalization of middle managers on site for the performance of companies,

- Collect participants' advices on the achieved productions as well as proposals for their valuation and dissemination beyond the contractual life of the project (dissemination to other sectors, other audiences and other countries).

Organizer of the event: CCCA-BTP (FR)

Number of participants foreseen: 55

ANNEX 03: ADMINISTRATIVE AND FINANCIAL PROCEDURES & SUPPORTS

Budget item	Calculation and payments' conditions
Project management and implementation	The amount of the grant is calculated by multiplying the total number of months of the project duration by the unit contribution applicable to the beneficiary: 500 € per month for the coordinator of the project and 250 € per month for the partners.
Transnational project meetings < 2000 km	The amount of the grant is calculated by multiplying the total number of participations by the applicable unit contribution: 575 € per person and per travel. Nota: these lump sums cover all the expenses (travel + subsistence) whatever the real costs and the duration of the stay Supporting documents: proof of attendance + travel & subsistence tickets (boarding passes, hotel invoices...) + proof of the link with your organisation Flash: proofs of attendance must be signed by the legal representative of the receiving partner
Transnational project meetings > 2000 km	The amount of the grant is calculated by multiplying the total number of participations by the applicable unit contribution: 760 € per person and per travel.
Intellectual outputs	The grant amount is calculated by multiplying the number of working days performed by the staff of the beneficiaries by the unit contribution applicable per day for the category of staff for the country in which the beneficiary concerned is established. The lump sum reimbursement varies depending on the country of the staff category. The category applicable does not relate to the professional profile of the person, but to the function performed by the person in relation to the development of the intellectual output. Staff costs for Managers and Administrative staff are already covered by the budget item "Project management and implementation". Supporting documents: proof of the intellectual output produced + time sheet per person + proof of the nature of the relationship (contract...) between the person and the partner organisation.
Multiplier events – local participants	The grant amount is calculated by multiplying the number of participants from organizations other than those specified in the agreement, by the unit contribution applicable per participant: €100 per external national partner. Supporting documents: participants list signed by the participants specifying the name, date and place of the event, their names email addresses + detailed agenda and any document used or distributed + report
Multiplier events – non local participants	The grant amount is calculated by multiplying the number of participants from organizations other than those specified in the agreement, by the unit contribution applicable per participant: €200 per external national partner.
Multiplier events – total	Maximum of € 30 000 for the project.

<p>Exceptional costs: Refunded on invoice up to a maximum of 75% of the total cost and within the contractual cost limit.</p>	<p>External evaluation: reduced from € 18 000 to € 15 000 Intervention / external expertise: rejected Creation of communication tools and web design: rejected</p>
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