

**Tailored training
and certification**

**Enhancing employability
and opportunities
for job-related mobility**



Erasmus+

EMVOI - EU Project Manager Certification

This EU-funded project developed a virtual learning environment allowing self-assessment of skills and a tailored training giving guidelines for certification according to ISO 17024. Fulfilling the course is a clear proof of the manager's qualification, therefore enhancing employability and opportunities for job-related mobility.

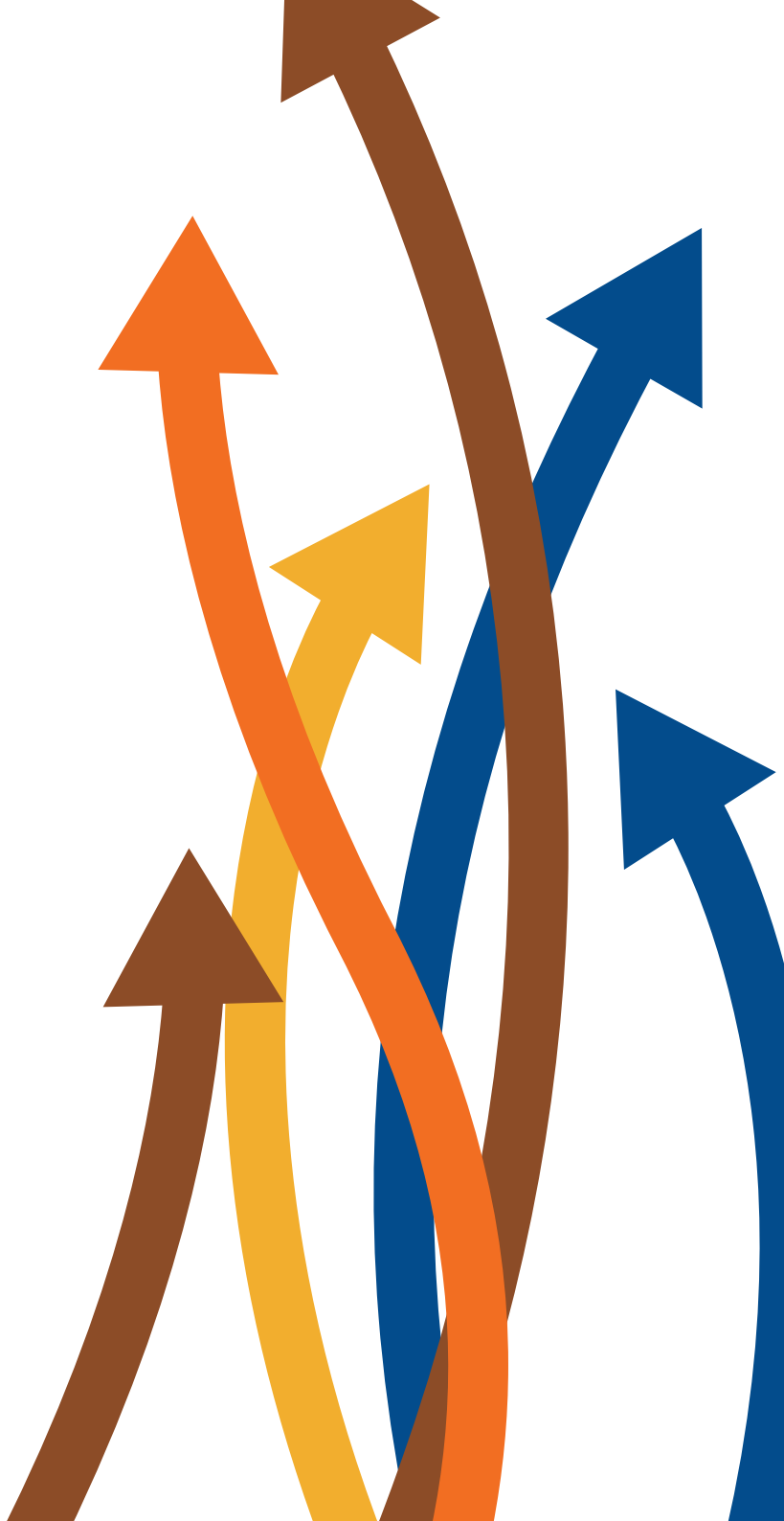
Several surveys revealed that professionals involved in EU project management require more specific training in soft skills (e.g. communication) as well as project management specific responsibilities like partnership management and financial rules.

Most EU project managers come from entirely different fields and have different professional backgrounds. This makes it hard to prove their profound skills & expertise developed over the years – a clear point for a certification as proof of their knowledge and experience.

Particularly aimed at EU-project managers, the approach covers different steps from assessment to certification. A competence chart provides a first overview on needed skills, skills can then be self-assessed, following a tailored training giving guidelines for certification according to ISO 17024 – all part of a multilingual web-based self-assessment tool which ensures easy access with minimal efforts.

A tailored training which has been created based on recognized project management tools as well as first-hand feedback of experienced project managers identifies strengths and weaknesses in a first step and enhances competences in a second step.

This improves the EU project manager's opportunities and possibilities on the labour market as well as job-related mobility.



Project Outputs

Crash Courses

The idea of these crash courses is to unify the knowledge and understandings among all project partners about:

1. the needs of the target group
2. the actual scope of the training and the knowledge, skills and competences that a successful EU project manager should possess.

The courses were developed by the project partners; everyone developed one course and they covered all initially planned topics. The objectives setting, scope estimation and division of topics were done during different meeting.

EU Project manager Competence Chart

The EU Project manager Competence Chart (EUPMCC) includes list and short description of the competences a successful EU project manager should possess. (summary is a review of existing research)

- ICB: IPMA® Competence Baseline, developed by International Project Management Association;
- Project Manager Competency Development Framework – Second Edition, developed by Project Management Institute;
- AIPM Professional competency standards for project management, developed by Australian Institute of Project Management;
- APIC Chart of Competencies for Project/Program Management, Project Business Management and Socio-cultural and Personal Performance, developed by Asia Pacific International College;
- Project Management Core Competencies report, developed by Treasury Board of Canada Secretariat;
- The Competencies and characteristics required of an effective project manager: A Webbased Delphi study, a report by Brill, J., Bishop, M., Walker, A. (2006)

- Competency and careers in project management, a report by Crawford, J. K., Cabanis- Brewin, J. (2006);
- Key competences for lifelong learning: European Reference Framework
- other relevant publications and articles.

Based on the reviewed materials, the partners selected the most appropriate ones according to their professional experience and grouped them in three categories:

1. Critical Competencies: including competencies without which the project manager is unable to prepare a project, to achieve project goals & strategy, to conduct project an action plan, to execute project budget, etc.
2. Key Competencies: competencies which contribute to valued outcomes of the project development and implementation
3. Strategic Competencies: Core competencies are those competencies that any successful project manager should possess

Self-assessment tool

The self-assessment tool was designed to help project managers to evaluate their competences in the field EU projects management. The tool is based on the EUPMCC (IO2) and rates one's competences according to the competences in the chart.

The tool appraises which competences the person possess, to what extent these competences are understood and applied in everyday work, it is a software which is exclusively designed for the EMVOI project. It is an on-line tool on the project web platform and includes a finite number of multiple choice questions, which are automatically selected from a preliminary defined pool. The access is free of charge upon registration. After the individual participation the results are delivered by mail.

The results of the self-assessment tool reveal three pathways:

1) "You have no / almost no competences regarding EU project management" result indicates that the participant has to go to a thorough educational course on project management where he/she gets the necessary theoretical knowledge as well as some practical skills. Information about existing training course is provided.

2) "You have competences regarding EU project management but you can do much better"

result indicates that the participant has some level of knowledge, skills and competences on the topic but he/she has many things to "learn" in order to further improve one's competences. The opportunity to join the training course are given, together with further information.

3) "You have all competences regarding EU project management"

result indicates that the participant has reached at least 80% in each competence. The opportunity to go directly to the certification process and get the project certificate under ISO 17024 is given.

Training course in EU Project Management

The training course has 3 modules. The first module includes basic training material, the second one follows the competences included in the EUPMCC and the third one reflects the specific characteristics of the national context in partners countries.

The course was developed according to the b-learning approach.

All training modules are uploaded on the course web-platform and are accessible after registration.

Handbook on EU Project Management

The handbook on EU project management has a short focused methodological document which guides stakeholders on the training course content. The Handbook provides at a glance a look on the training course and it also functions as a teaser to take the course. Therefore, it is kept very short. The handbook comprises most important tips based on the training materials as well as some awareness raising texts. The role of the handbook is supplementary to the training course providing a summary of the most important points.



Experience the online learning platform

Once you have registered to the platform and provided your expectation and motivation, you are ready to start!

Each element consists of self-assessment, the training material to be studied, open questions to verify your knowledge and further reading to deepen your knowledge and understanding.

The self-assessment consists of a couple of MC questions and gives participants the opportunity to evaluate their own knowledge, prior to undergoing the training material.

After studying the training material participants verify their knowledge through answering open questions, which let them demonstrate which skills they have gained. The further reading sections provide some more material (literature & videos) to deepen their knowledge.

The learning experience concludes with an Overview of different national, regional and broader EU funding programmes.

Participants can receive a Certificate of Attendance upon successful completion of the training material.

You can visit the platform at <http://trainings.emvoi.eu>

QUIZ NAVIGATION

1 2 3 4

Finish attempt ...

QUESTION 1

Which EU institution sets the EU's policy agenda and decides on its overall direction?

Not yet answered

Marked out of 1.00

Flag question

Select one or more:

- ☐ a. The Council of Europe
- ☐ b. The Parliament
- ☐ c. The European Council
- ☐ d. The Commission

QUESTION 2

How is the EU's overall political strategy developed?

Not yet answered

Marked out of 1.00

Flag question

Select one or more:

- ☐ a. The Commission together with the European Parliament
- ☐ b. The European Council together with the European Parliament
- ☐ c. The European Council together with the Commission
- ☐ d. jointly by all EU institutions

QUESTION 3

Which concept captures the objectives the EU aims to tackle?

Not yet answered

Marked out of 1.00

Flag question

Select one:

- ☐ a. EU priority
- ☐ b. EU strategy
- ☐ c. EU criteria
- ☐ d. EU policy

Self-Assessment to evaluate your knowledge

U1.E1 PREREQUISITE

The element "Prerequisite" gives an overview of the most relevant EU institutions & structures in order to be able to understand where the money is coming from. Moreover it introduces the 10 Commission priorities and respective policy areas to be able to assess if own project idea is in line with EU policies.

Prerequisite - Self Assessment

Prerequisites - Slides

Forum: Prerequisites

Further reading

U1.E2 TO IDENTIFY AND UNDERSTAND THE NEEDS AND PROBLEMS OF THE TARGET GROUP

The element "Understand & identify needs and problems of the target group" explains why the quality of the project is clearly dependent on knowledge about the target group. It is described how to learn more about your target group, how to distinguish these from your beneficiaries and how to engage your stakeholders.

To identify and understand the needs and problems of the target group - Self Assessment

To identify and understand the needs and problems of the target group - Slides

Forum: To identify and understand the needs and problems of the target group

Further reading

U1.E3 PROJECT ALIGNMENT

The element "Project alignment" describes the objectives, priorities and key actions of EU programmes. The element explains what is eligibility criteria and how to align one's idea with programme objectives, evaluation & selection criteria.

Project Alignment - Self Assessment

Project Alignment - Slides

Forum: Project Alignment

Further reading

U1.E4 PROJECT APPLICATION DEVELOPMENT

Overview of the Course Material

Overview of selected key competences & elements

Initiating an EU Project

- Prerequisites
 - Overview of the most relevant EU institutions & structures
 - 10 Commission priorities and respective policy
 - needs and expectations of the target group:
 - project quality is dependent on knowledge about the target group
- How to learn more about your target group
 - how to distinguish target group from your beneficiaries
 - how to engage your stakeholders

Project alignment

- objectives, priorities and key actions of EU programmes.
- what are eligibility criteria and how to align one's idea with programme objectives, evaluation & selection criteria.
- Project application development
 - procedures & steps required before the project start
 - how to submit a proposal
 - how to divide work into work packages
 - how to time work (define deliverables & milestones)
 - assign responsibilities and plan the budget.
- Ethics and integrity
 - what private Data & sensitive information is in terms of projects
 - how to protect their confidentiality/meet ethical standards

Project management

- Agreement management
 - focuses on the different levels of agreements
- Project planning
 - how to break down your project objectives into work packages and activities and estimate the effort
 - Best practices for planning activities using GANTT chart are provided
- Project management tools
 - how to define requirements for the project management tool
 - what criteria to use when selecting a tool in the project
 - overview of most popular tools.
- Change management
 - impact of changes
 - the steps to implement a change management process
- Problem solving
 - tools and techniques to find solutions for potential problems
- Conflict management
 - how to solve conflicts using specific management principles, tools and techniques
 - Five techniques for conflict management
- Project monitoring
 - why it is important to regularly monitor the project
 - types of project monitoring
- Project closure
 - process of closing a project with all supporting activities (financial reporting, content reporting, archiving data etc.)

Project team management

- Team management & teamwork
 - role of a project manager within a group/partnership
 - essential guidelines on managing effectively the team
 - building a strong team and evaluating team performance
- Team environment
 - necessity of creating a trustful, supportive and respectful environment
 - team goals, adherence and effective communication among the members
- Team communication
 - key points on achieving best communication results within the group
- Presentation skills
 - offers guidance on communicating your presentation

Quality and Risk Management

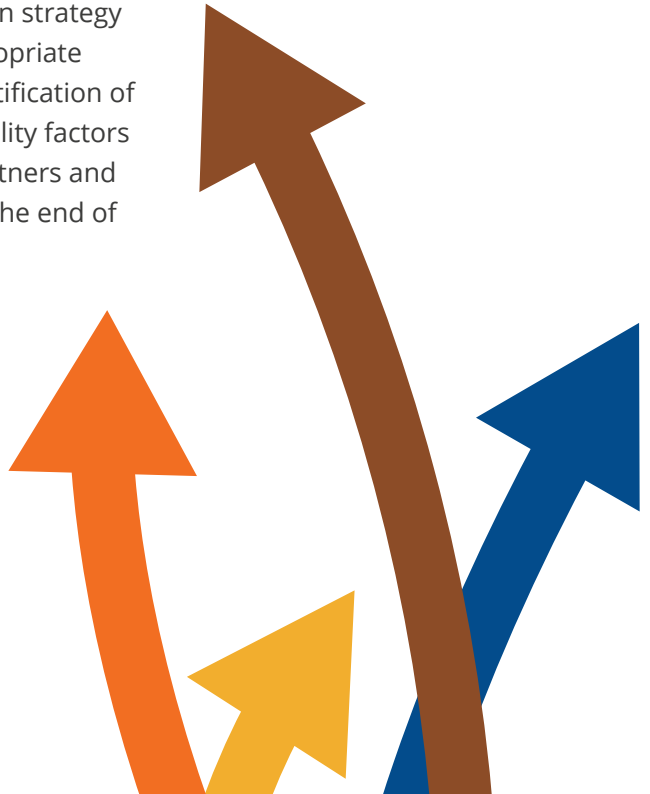
- Quality Management
 - describes the processes and methods to promote the quality during the project life
 - the seven basic tools of quality are presented
- Risk Management
 - processes of planning, identifying, analyse and controls risks on a project
 - tools and techniques and examples of risks by project stage

Financial Management and Report

- Cost and budget management
 - how to build and monitor consistent budget align with EU framework and rules
- Reporting
 - expenses to the project development in line with the EU framework, rules and tools

Valorisation

- Dissemination
 - importance of the dissemination activities.
 - information on dissemination channels, materials & reports
- Communication
 - describes the different aspects which should be taken into consideration while preparing one's strategy
 - communication plan
 - tools, methods
 - activities
 - target groups, etc.
- Stakeholder involvement
 - how to identify, communicate and engage the relevant project stakeholders
 - approaches on how to involve the various stakeholders in the different phases of the project implementation
- Exploitation and Sustainability
 - training materials on strategy development, appropriate measures and identification of the main sustainability factors
 - commitment of partners and stakeholders after the end of the funding





 mail@emvoi.eu
 www.emvoi.eu
 [emvoieu](https://www.facebook.com/emvoieu)
 [emvoieu](https://www.linkedin.com/company/emvoieu)

The project is implemented by an international partnership:



Sud Concept, France

www.sudconcept.eu

Contact: Béatrice Martins,
martins.beatrice@sudconcept.eu



ISCN, Austria

www.iscn.com

Contact: Damjan Ekert,
dekert@iscn.com



eurosuccess, Cyprus

www.eurosc.eu

Contact: Chara Tritou,
chara@eurosc.eu



EVBB, Germany

www.evbb.eu

Contact: Inga Jüngst,
inga.juengst@evbb.eu



ISQ, Portugal

www.isq.pt

Contact: Tânia S. Avelino,
tsavelino@isq.pt



Dakom Food, Bulgaria

<http://dakom.bg>

Contact: Anelia Haradinova,
haradinova@gmail.com

Project 2016-1-FR01-KA202-023886



This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.