



- 1. Name of the project** **CEMA-NET**
- 2. Meeting subject:** **Plenary and Steering Committee Meeting**
- 3. Organised by:** **Institut für Humanistisches Management, Vienna**
- 4. Date:** **29th – 30th March 2006**
- 5. Place:** **Vienna, Austria**
- 6. Meeting Participants:**

- Austria [Gesundes Gesundheitswesen](#) (AT-1B-01/341) 1A
Maria-Luise FERTNER
Andrea Schradmayer
Barbara Kreilinger
- France [Alter Action Insertion Project](#) (FR-PCD-2004-41016) 1A
Anne ROPIQUET
- Germany [ZIP project](#) (DE-XB4-76051-20-BW/213) 3E
Norbert KREUZKAMP
- Italy [Varco Project](#) (IT-IT-G2-LAZ-011) 3E
Giuseppe MASTRUZZO
- Slovakia [OZ Institute Zamestnanosti](#) (SK-39) 1A
Michal PALENIK
- Spain [Áncora Project](#) (ES-ES20040153) 3F
Carlos MARCO
Paula FAYOS
- Denmark Business House (DK-24)
Janne HANSEN
- Poland. [PRR Ośrodek RENOWATOR dla małych i średnich przedsiębiorstw \(PL-71\)](#) 3F
(eng. RENOWATOR Centre for SME DP)
Robert MURZYNOWSKI

7. Treated Topics:

- a. Evaluation of TCA: Changes and extension of instruments
- b. Role of SC: reflection of understanding
- c. Cooperation between SC and WG: information transfer, extent of action
- d. Seminar in Gandia, Spain, June 2006
- e. Study Visits: previous experiences and further dates
- f. Website / Yahoo: further procedure
- g. End of DPs – Finalization
- h. Plenary session: topics

a. Evaluation of TCA:

Changes of questionnaire for TCA-meeting: See annex

First paragraph was changed to the topic “Between the meeting” concerning the information transfer and cooperation within the SC and WG.

Item 3 “Work method” and item 6 “plenary session” was extended and stated more precisely.

Questionnaire for TCA-Seminar: See annex

The proposed questionnaire was also extended. The present version was already used at the TCA-seminar on 31th March.

Interview guideline: See annex

There was a long discussion about the benefit of the interview guideline and the procedure how and when to interview the WG’s coordinators.

Some questions that was discussed: how confidential will the report be threatened by the SC? What will the SC do with informations of coordinators? When should the coordinator be interviewed? – during two days or at the end?

How can the SC avoid a mysterious atmosphere when the other WG’ member know that the coordinator would have informed the SC about dynamic, competences, problems and so on.

Decision: the interview guideline is used as a further instrument to get more information about the cooperation and communication within the WG, the contents and the lacks where the SC is asked to give support or/and solutions in cooperation with the coordinators. It should help the coordinators taking care of the working process and realizing gaps.

The guideline should be taken as a communication paper. The outputs will be worked in the evaluation report focussed on the next steps which should happen. But it could be also an important link to the WG. (see below under the item Cooperation between SC and WG.)

Procedure:

After the TCA meeting (the last meeting hour) the coordinators will be invited by the SC to talk about based on the guideline. The interviewer is one person of the evaluation team – Austrian or Spanish TCA coordinator. If it would have been noticed that it would have been more useful to interview after the first meeting day, we will change the procedure.

Questionnaire for Study Visit:

It was decided that Austrian Coordinator Maria-Luise will develop a questionnaire for study visits. It will be sent to all SC's member with the order to fill out the questionnaire also for the past study visits which were already performed. We expect useful informations and suggestions for ongoing work. The results will also be reported at the next meeting in Gandia.

b. Role of Steering Committee:

Based on the fact that the role and the understanding of each member of the SC wasn't discussed by now it was necessary to work out the different attitudes and to define the further strategic steps. Following questions were asked and following terms were named:

What should the SC be or do?	What should not the SC be or do?
Coordination	to steer the WG
Solving problems	not to give orders in content
Evaluate	to define products and methodology
Project and guide	force and confound
Decide common things and have the overview	not to be controller
Solution focussed and goal oriented	control top down
Management of the Cemanet project	
Take care of good functioning WG	
Define global strategy/dissemination results	
Coordination of WGs' integration: products, results	

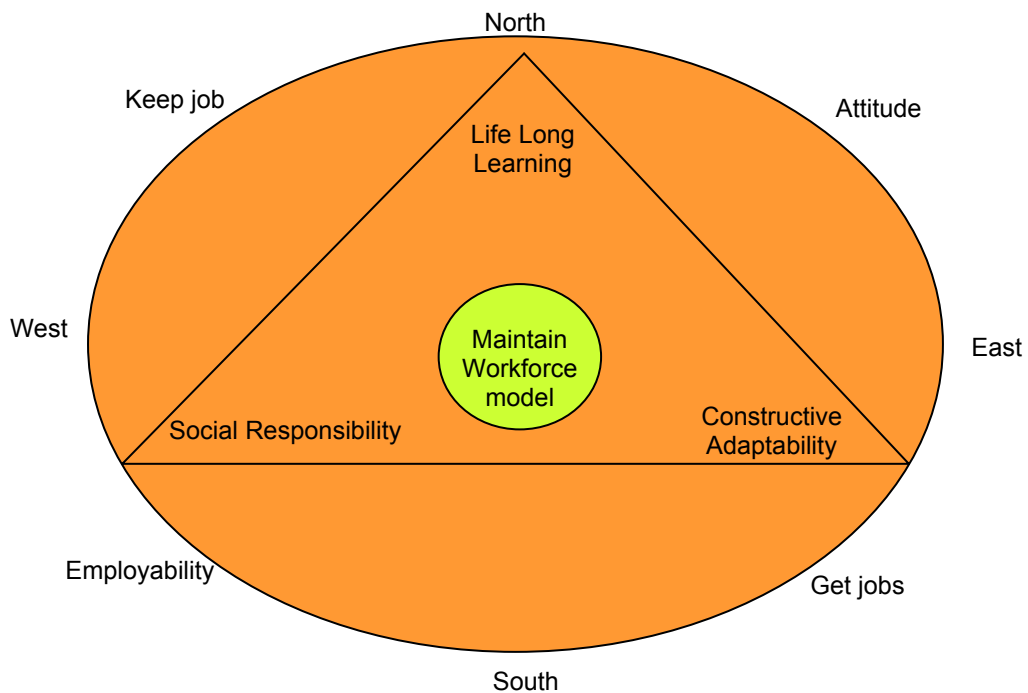
As the listing shows there is a similar understanding in acting as a Steering committee. Under the item 'c' the activities are described based on the role of SC.

Furthermore there was a discussion about the further tasks/actions of SC. By now the SC built up the framework and essential elements of cooperation – website, evaluation concept, timeschedule etc. Hence the further tasks SC must be defined and will affect the next meetings.

There was happened a discussion about the strategic itself and our main goal of Cemanet. It's not clarified what results are in the meaning of TCA results. It's not clarified which results we want to achieve, which products should be enforced?

Janne presented a model what CEMAnet might be – see attached annex “Cemanet model”. This model should be understood as a maintain workforce model. (First it was named as a business learning model (Janne) that means what ever we’re doing could be a business link) It was decided that we’re using the term ‘maintain workforce model’.

According that discussion the SC has decided to work on focusing strategic work and more intense link to the working groups.



Effects to the next meeting in Gandia:

The meeting in Gandia should be designed on that issue. The SC doesn’t want to order specific products but the working groups have to know exactly what the SC is expecting.

The main items of agenda might be conceptual work creating the CEMAnet concept (that means what is Cemanet) and strategic work supporting the WGs linking close to the dynamics and contents of WGs.

Decision:

Spanish colleagues have to produce a strategic presentation – proposal: what is CEMAnet? Janne will present this model at the next meeting to all TCA participants. There must be a close cooperation to the Spanish colleagues in preparation.

A brief report (including the next steps of WGs and their perspectives of future of the TCA duration) prepared by the WGs coordinators should be sent to Spanish TCA coordinators to prepare and design the strategic.

Stable persons in the Working Groups:

Decision:

One referent of each country in each Working group will be the same. Additional participants (new ones) have to accept and to know the past discussion and dialog. It's the duty of each referent to ensure that.

Two person of each country would be the ideal model.

Before the next meeting, each WG coordinator should be informed by the relevant SC member if some changes occur in the WG team : e.g. new member(s), absentee member(s)...

c. Cooperation between SC and WG:

According the line working more strategic the SC will assume some tasks that should ensure to get an overview of contents and perspectives of WGs and to design common finalization of CEMAnet.

We assigned members of SC who are responsible to go in contact to the WG coordinators and summarize the outcome of previous work.

Following tasks are decided:

- Read all documents produced between the meetings
- Get the overview
- Figure out problems respective find out what the WG needs
- Share the information with SC's members in the next meeting
- Report to the SC (at the next meeting)

Following results are expected for the continuing the SC's work:

- Going deeper in topics
- Better understanding for the present process withing the WGs
- Actual information transfer and transparency already at the beginning of the meetings
- Reducing the complexity
- Putting problems on the table of the SC

Following persons are assigned:

Lifelong Learning: Wojciech Kubera (PL), Michal Palenik (SK)

Constructive Adaptability : Norbert Kreuzkamp (GE), Janne Hansen (DK)

Social Responsibility: Giuseppe Mastruzzo (IT)

Evaluation: Maria-Luise Fertner (AT), Carlos Marco, Paula Fayos (ES)

d. Seminar in Gandia:

Topic will be Constructive Adaptability

Target Group of the seminar: Consultants who are working with the target group and job integration

Duration isn't fix by now.

Proposal can be sent in one month (end of April)

e. Study Visits:

Timeschedule 2006:

Country	01	02	03	04	05	06	07	08	09	10	11	12
AT												
ES	AT				PL				DK	IT		
FR	DK GE				PL							
GE												
DK												
IT												
PL												
SK												

FR: 2005/10: to SK, 2005/11 : to GE

AT: will decide till next Meeting and present. The budget allows only one study visit that must be in close connection to our national topics.

IT: has no budget for study visits. Maybe there is one possibility to enlarge TCA-Meeting

GE: received a group of France: young students will be sent to France; in May German people will go to Italy, Croatia, and to Turkey in autumn. GE can invite operative partner, but they also have no budget for Study Visits itself.

PL: has no budget for Study Visit. But they also will think about a prolongation of TCA Meeting aiming at the possibility to keep budget low and get more detailed information.

Concerning the evaluation of Study Visit – see under item a.

f. Website/YAHOO groupware:

The EQUAL CEMA-NET web site (www.cema-net.org/) is existing as a data base for TCA members, as well as for guests attending the seminars and general public.

The TCA members also asked to create a private part, which can be used as a data base and communication tool. The Yahoo web site has been settled as a provisional solution. It is now getting nearly full.

Further to the advices given by Wojciech Kubera and Norbert Kreuzkamp, a new platform called “mayetic” is going to be proposed by the Transnational Secretary and should be implemented before the next Gandia meeting. A direct link will be added from the existing Cema-net website. Each TCA member will be given a login and password for access to the private part.

g. End of DPs:

AT, PL and SK will end in Summer 2007:

AT – 30th June 2007

SK – February 2007

PL – September 2007

The SC must inform the WGs about this fact. They have to take care the early finalization concerning common documentation or something else.

Last meeting is planned in September 2007 in Brussel. The official finalization is planned in November 2007 in Italy.

h. Plenary session:

At the beginning of the meeting, and the end of the first day and as an final end of Tca meeting there was taken place plenary sessions. All participants could use that session to ask, to add or anything else with the aim that all participants can hear the same at the same time.

Following items were threated:

- brief report of evaluation’s results of the meeting in Bratislava
- brief interim reports by the WG coordinators and the chairwoman of SC concerning the process, dynamic, problems, perspeticves
- report about the taken decisions in the SC and WG

The contents of the interim reports are written in the minutes of each group.

Date and signature:

Vienna, 5th May 2007

Maria-Luise Fertner, AT-TCA coordinator

8. Annex:

Annex 1:

Brief Report of Evaluation of Meeting in Bratislava

30th November – 2nd December 2005

Produced by Austrian DP
Maria-Luise Fertner

CEManet Bratislava
30th November – 2nd December
2005



GESUNDES
GESUNDHEITSWESEN



EQUAL EFS

Facts:

37 persons: 19 female, 16 male

Noticeable:

Attendance in SC and SR: more male participants

Attendance in LLL and CA: more female participants

In general:

The assessments were done by critical attitude. The rating was widely spread and allows to make clear statements.

CEManet Bratislava
30th November – 2nd December
2005



GESUNDES
GESUNDHEITSWESEN



EQUAL EFS

Rating:

Fulfilment of objectives

<u>Structure</u>	<u>average value</u>
SC	3.4
SR	2.9
LLL	2.7
CA	3.2

Work method

<u>Structure</u>	<u>average value</u>
SC	3.3
SR	3.2
LLL	2.8
CA	3.3

Rating:

Personal satisfaction

<u>Structure</u>	<u>average value</u>
SC	3.2
SR	3.1
LLL	2.8
CA	3.5

Plenary session

<u>Structure</u>	<u>average value</u>
SC	2.7
SR	2.6
LLL	2.5
CA	2.6

Interpretations/recommendations:

It's obvious that some issues must be changed
respective to be regarded.

- **periodic participation** of the same participants in the Working groups
- **Clear information** about reason of plenary session
- Decision of the results respective non-results

Annex 2:

CEMAnet

TCA Meeting, Vienna, Austria

29th – 30th March 2006

AGENDA

Steering Committee:

Evaluation of TCA

(interpretation of evaluation report, consequences, finalization of evaluation instruments)

Role of SC in future

(reflection of work and consequences for ongoing, expectations of working groups, etc.)

Interims results: analyse of interims results, definition of final results in cooperation with working groups

Cooperation within SC and WGs:

Delegation of work, participation, communication, informationtransfer

Preparation of seminar in Spain

Study Visits: timeschedule of 2006/2007

WG Social Responsibility:

A comparison of the state-of-the-art of SR in the different countries who are represented

Discussion about the different SR-standards and the implications in each country

Bilateral discussions on the SR-topic

WG Lifelong Learning:

6 countries' presentation of LLL status

Reflection and ongoing from our Know how concerning the LLL status and last meeting in Bratislava

Free decision about the next steps



Presentation of Austrian DP's partner concerning **development of curriculum for nurses** - vocational training's issue

Final discussion, exercises and preview on the next meeting in Spain

WG Constructive Adaptability:

CA's definition paper – last remarks and comments

Objectives of our working group – discussion has been started in Warsaw

Tools/instruments we use in our projects

Seminar for our working group

TIMESCHEDULE

Tuesday, 28th March 2006

Welcome get-together starting from 5 p.m. to 10 p.m.

at Institute for Humanistic Management, A-1030 Wien, Fasangasse 20 top 6

Wednesday, 29th March 2006:

8.45 – 9.15 a.m.	Welcome and registration of TCA participants
9.30 – 11.15 a.m.	Plenary session: presentation of Austria (facts, highlights and more) brief summary of evaluation report (by TCA-coordinator, Austria) brief report of SC brief report of Working groups' coordinators
11.15 – 11.45 a.m.	Coffee break
11.45 - 1.00 p.m.	Separately: SC, SR, LLL, CA
1.00 – 2.30 p.m.	Lunch
2.30 – 5.30 p.m.	Separately: SC, SR, LLL, CA (including coffee break as required)
5.30 – 6.00 p.m.	Plenary session
8.30	cosy get-together at Heurigen Kierlinger, Vienna Nussdorf



Thursday, 30th March 2006:

- | | |
|--------------------|-----------------------------------------------------------------------------------------------------|
| 9.00 – 10.30 a.m. | Separately: SC, SR, LLL, CA |
| 10.30 – 11.00 a.m. | Coffee break for all together |
| 11.00 – 12.30 a.m. | Separately: SC, SR, LLL, CA |
| 12.30 – 2.00 p.m. | Lunch |
| | |
| 2.00 – 4.00 p.m. | Separately: SC, SR, LLL, CA
(including coffee break as required) |
| 4.00 – 4.30 p.m. | Plenary session and finalization of TCA meeting |
| 4.30 – 5.00 p.m. | interview with WGs' coordinators by SC members
(distributed in 3 interviews concurrently) |

Annex 3:

Transnational Cooperation Agreement CEMAnet

3rd TCA-Meeting - Vienna
29th – 30th March 2006

Questionnaire

- | | |
|---------------------------------------------------|-------------------------------------------------------|
| <input type="checkbox"/> Steering Committee | <input type="checkbox"/> WG Constructive Adaptability |
| <input type="checkbox"/> WG Social Responsibility | <input type="checkbox"/> WG Lifelong Learning |
| <input type="checkbox"/> female | <input type="checkbox"/> male |

Remark: Please give your opinion on the following statements!

Attention: the statements for plenary session are written at the end of questionnaire.

Notice: "1" means that you absolutely disagree

"4" means that you are in complete agreement

1. Between the meetings (last and present)	1	2	3	4
1.1. The communication (via mail) was running well within the group.	1	2	3	4
1.2. The agreed tasks were achieved in the right time.	1	2	3	4
1.3. The content-related cooperation within the group was very fruitful.	1	2	3	4
1.4. The composition of our group for this meeting was clear to me.	1	2	3	4

2. Fulfilment of objectives of the present Working Group Session/Steering Committee session

2.1. The agenda and goals agreed upon have been fulfilled.	1	2	3	4
2.2. The results and outcome are useful for my DP.	1	2	3	4
2.3. I have been able to establish contacts for further co-operation. Partners.	1	2	3	4

Further comments/suggestions:

3. Work method of WG session/SC session:

3.1. The working atmosphere was cooperative.	1	2	3	4
3.2. It has been possible to discuss all topics sufficiently.	1	2	3	4
3.3. The environment was conducive to work.	1	2	3	4
3.4. The activities that we have carried out have allowed everyone to take part.	1	2	3	4
3.5. The time available was adequate.	1	2	3	4

Further comments/suggestions:

4. Organisation of the general meeting:

4.1. The preliminary agenda has been sent in due time.	1	2	3	4
4.2. The time available was sufficient.	1	2	3	4
4.3. The meeting room was well equipped.	1	2	3	4
4.4. There has been enough time to exchange with other working groups' participants.	1	2	3	4

Further comments/suggestions:

5. Personal satisfaction:

5.1. The work programme has lived up to my expectations.	1	2	3	4
5.2. A development of an identity as group is appreciable ("we")	1	2	3	4
5.3. The participants have been motivated.	1	2	3	4
5.4. I'm satisfied with my personal involvement and commitment.	1	2	3	4

Further comments/suggestions:

6. Plenary session:

6.1. The items for plenary sessions have been known.	1	2	3	4
6.2. The items for plenary sessions have been useful.	1	2	3	4
6.3. The time available for plenary session was adequate.	1	2	3	4
6.4. The balance of time between SC and WG was adequate.	1	2	3	4

Further comments/suggestions:

7. What do you want to communicate additionally?

Annex 4:

INTERVIEW SCRIPT FOR THE WORK GROUP COORDINATORS

This interview is part of the internal evaluation process of the CEMA-NET transnational project. Its purpose is to gather information about the running of your work group in order to contrast this with the other information that we already have (minutes of meetings, questionnaires assessing the work meetings, etc.). By doing this we will be able to discover which aspects are in need of improvement and to look for possible solutions to guarantee the overall objectives of the CEMA-NET project.

The results of this interview are confidential, so we encourage you to be as sincere as possible in your answers.

Thank you very much for your collaboration.

1. Does the work group have a clearly defined the programme of work?

At this point, the coordinator should explain the objectives that the group pursues, its activities, methodology, timing and products and the predicted results. Is there a written agenda?

2. Do all the group's participants know this programme of work?
3. As the work group coordinator, do you feel satisfied with the results that have been achieved?
4. Have there been any particular incidents during the course of the work carried out by the group? Please comment on these incidents, whether they have occurred and been solved or whether it has not been possible to reach a solution.
5. How is the work group attempting to solve these incidents? Are these incidents dealt with openly in the group?

6. Assess the degree of technical competence of the participants at meetings, with regard to their experience and training in the matters dealt with by the work group.

7. Communication:
 - a. Assess the communication between meetings. Do you consider it to be necessary for the smooth-running of the work group?

 - b. Assess the communication during meetings.

 - c. Assess the communication with the SC. Here, the group coordinator should be asked to evaluate whether the information offered by the SC is sufficient in terms of the type, frequency and content of information.

8. The coordinator of the work group should give a personal assessment of the results obtained from the questionnaires assessing the last meeting. The Steering Committee highlights the aspects / scores that it considers to be worthy of comment.

9. The SC would like explanations for those matters regarding the information contained in the minutes of previous meeting.

Annex 5:

**TRANSNATIONAL SEMINAR OF
CEMANET PROJECT**

Vienna, 31th March 2006

ASSESSMENT SHEET

Please give your opinion on the following statements by circling a number on the scale, bearing in mind that:

"1" means that you absolutely disagree

"4" means that you are in complete agreement

I - Contents	☹				☺
1 – The contents of the seminar are interesting	1	2	3	4	
2 – I have been able to share ideas and experiences with my fellows from other countries on matters of mutual interest that go beyond the subject of the seminar.	1	2	3	4	
3 – The output of the seminar will be useful for my work at home.	1	2	3	4	
4 – Only for all participants of CEMAnet: The outcome of the seminar will be useful for the process in my CEMAnet working group.	1	2	3	4	
 II –Work method	☹				☺
1 – The method used has helped us to find out about the problems in other countries.	1	2	3	4	
2 – The workshops have aided contact and communication with the other participants.	1	2	3	4	
3 – The activities that we have carried out have allowed everyone to take part	1	2	3	4	
 III – Organisation of the seminar	☹				☺
1 –The right length of time has been provided for the activities:	1	2	3	4	
2 – I was provided with enough adequate information and documentation to prepare for the seminar.	1	2	3	4	
3 – The logistics were right:					
. rooms (space, atmosphere)	1	2	3	4	
. acoustics and conditions for communication	1	2	3	4	
 IV – Personal satisfaction	☹				☺
1 – The seminar lived up to my expectations	1	2	3	4	



**V – Which other themes do you find most interesting to work in the next seminars?
Why?**
