

LEONARDO DA VINCI

European Quality in Mobility Award 2006





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Preface

The European Union encourages transnational mobility for two reasons – to promote mutual learning and understanding between countries and training systems; and to enrich the competences of the people who participate in such moves.

Through its support for the mobility of young trainees, the LEONARDO DA VINCI programme offers them a unique chance to gain training and work experience in a foreign country. It not only allows them to acquire new competences and professional skills, but also to develop the capacities to adapt to a new linguistic, cultural and professional environment. LEONARDO DA VINCI is one contribution to fostering labour market mobility in Europe and to help build a true and competitive European Labour Market. From 2000 to 2006, 245.000 citizens, mainly young people, will have benefited from such an opportunity.

The support of the LEONARDO DA VINCI programme for the exchange of experiences between teachers, trainers and human resource managers increases the transparency of the different vocational training systems in Europe and fosters their modernisation through learning from each other. This is an important contribution to the over-arching strategy of the European Union, set out in its Lisbon Agenda, to become the most competitive economy in the world. From 2000 to 2006, some 42.000 professionals will have enjoyed such a transnational mobility.

The success of the programme is not only visible through these figures but also in the degree of satisfaction expressed by the beneficiaries, as shown in the analysis of their reports during 2005: 87 % of the trainees and 91 % of the trainers were satisfied or very satisfied with the experience; 77 % of the young trainees agree that it will help them to find a job. These positive assessments are closely linked to the quality of the projects.

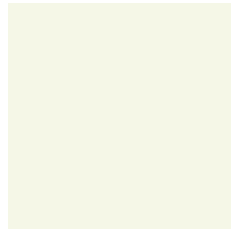
Assuring quality in mobility projects is indeed a priority for the European Commission: it requires a good preparation, clear definition of the objectives and the training content, good tutoring and mentoring of the beneficiaries and the validation of the acquired skills. The quality assurance approach has to be implemented at many levels and National Agencies play a crucial role. They have actively contributed not only to defining quality criteria but also to ensuring their implementation by project promoters. During recent years, a number of Agencies have set up national "quality in mobility" awards for mobility projects, which should serve as examples of good practices for other project promoters.

To promote the dissemination of good practices and to increase the visibility of the mobility action also at European level, the European Commission has encouraged since 2004 the organisation of a European award. For the second time now, an international quality award will be presented to excellent LEONARDO DA VINCI mobility projects on the 10th of May in the Austrian town Graz. I would like to thank the Austrian Presidency for having taken the initiative to support this event within their Presidency activities as well as the National LEONARDO DA VINCI Agency for Austria which, with the support of various other National Agencies, has organised the event.

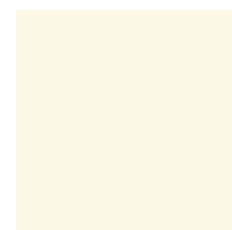
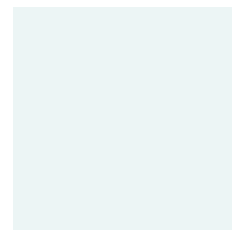
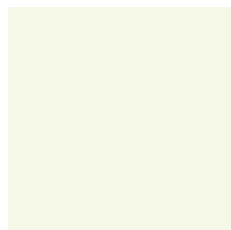
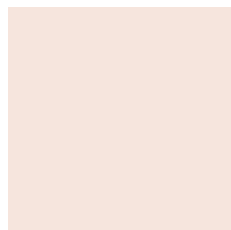
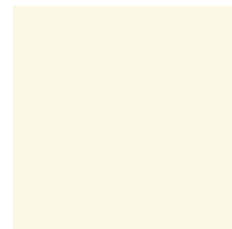
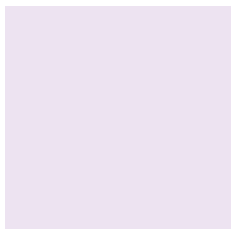
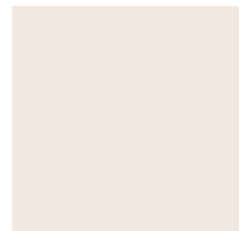
Twenty-four very good mobility projects from all over Europe, representing different target groups, have been selected to present their projects in Graz and are described in this brochure. Even if in the end only five of them will receive awards, all twenty-four can be regarded as examples of how best to set up a mobility project of good quality in the LEONARDO DA VINCI programme.

I would like to thank all those who have contributed to this initiative which is showing the way to good practices and allowing them to be shared with others.

Odile Quintin
European Commission
Director General Education and Culture



Projects run or
co-ordinated by Enterprises





Transnational Exchange with the Société Nationale des Chemins de Fer France (SNCF)

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Country	Germany	Number of Project	D/2003/PL/43031001B0
Promoter	Deutsche Bahn AG, DB Training	Partnership	Société Nationale Chemins de Fer France (SNCF) – FR
Contact Person	Jeannette Hirsch		
E-Mail	jeannette.hirsch@bahn.de		

Project Summary

The project was part of Deutsche Bahn AG's Transnational Apprenticeship Model. The objective was the expansion of vocational mobility and job assignment of the apprentices. 28 future manager's assistants in the field of traffic services completed an internship at the French state railway company SNCF. These internships are a regular component in our training schedule.

Besides good achievements in vocational school and the company where apprentices are trained, a basic requirement for the selection of the beneficiaries were the foreign language skills of the exchange country. This criterion is relevant in order to make the exchange as successful as possible. The participation of the apprentices in trainings, workshops and language lessons served as preparation for the exchange.

The exchanges took place in the second year of the apprenticeship. This term was chosen in order to guarantee that the apprentices could build up on the knowledge about sales, customer care and services which they had already gained in vocational school, as well as in their practical phases. Thus they were in the position to compare sales and customer care of the two enterprises (DB AG and SNCF).

Through the exchanges the apprentices had the chance to improve their professional skills in the field of ticket sales, counter services, order and reservation of tickets. They also got in contact with the customers of the partner railway at the stations, on the train, selling programmes and at service points. Furthermore, they applied their foreign language skills and also improved them through reading, writing and talking. They gained self-assurance, motivation, and intercultural competencies through the internship. The apprentices especially broadened their professional horizons and increased their professional competencies in the area of customer care.

Quality Aspects

The cooperation between the two railway companies DB AG and SNCF has led to an increase of the vocational education quality through intensifying the knowledge about the country and the partner company as well as to the apprentice's professional and social competencies. Both the DB AG and the SNCF focus on the quality assurance of their vocational training in their long-term corporate strategy. Merely through this high-performance employees will be available on the labour market in the future.

Cross national expertise was gained during the internship by introducing the apprentices directly to the service activities at their exchange company and letting them partly work independently. This was best achieved in a work environment with trains running on international tracks and binational teams on board. The internship at the partner railway company has prepared the apprentices for teamwork with international colleagues and has enabled them to provide an ideal service on international rail tracks and in border regions. Through the exchange the apprentices expanded their field of assignment to cross border railway transportation. Through a transnational vocational education employees gained professional knowledge which they can apply in both countries.

The exchange of professional knowledge regarding customer services, working processes, service provision and selling products was a contribution to assuring the qualification of the prospective candidates for management positions especially regarding cross boarder railway transportation.

On an institutional level the project contributes to the overall aim of developing a European vocational qualification "EU-profession management assistant in traffic services".

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Adopting a Modern System of Fertilization and Animal Husbandry in Hungary that is Compatible with the Requirements and Regulations of the European Union

Country	Hungary	Number of Project	HU/03/PL/310
Promotor	Pergamo Deposit Company	Partnership	N.V. Keros, Passendale, BE
Contact Person	Evelyn Laczka		
E-Mail	laczka@euroware.hu		

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Project Summary

The overall goal of the project was to help adopt a modern system of fertilization and animal husbandry in Hungary that is compatible with the regulations of the EU. The project had only one beneficiary, a recent graduate veterinary whom the company would offer a full-time employment if the placement was successful. The promotor was a very small profit-orientated company, operating in the field of animal husbandry. The host organization was a well-known Belgian company in the same field. The beneficiary was chosen from the group of recent graduates of the University of Veterinary Sciences Gödöllő. Before the placement she attended a three-month-long preparatory course in Professional English and in Theoretical and Applied Veterinary Sciences. The placement lasted five months, during which she worked in almost every department of the host farm. The chief veterinary of the farm was appointed to supervise her placement professionally. Due to the project, the company was able to acquire a new employee who was familiar with the most up-to-date technologies in animal husbandry and regulations. This knowledge is vital to maintain the competitiveness in Hungary. The host organisation's goal – to tighten their professional partnership with the promotor – was achieved. The two partners have been in constant contact since the placement. The beneficiary got a job right after her placement. Additionally, her professional, linguistic and intercultural skills improved, her practical and theoretical professional knowledge was broadened and her value as an employee on the job market increased.

Quality Aspects

The beneficiary had to go through a thorough, three-month-long preparation that consisted of an English language course held by an English teacher (who also taught some basic Dutch vocabulary and introduced the Flemish culture to the beneficiary) and a professional course held by a veterinary, who not only discussed the theory of reproductive biology, but also presented veterinary cases. Both preparatory courses ended with a written evaluation of the level of preparedness of the young veterinary. After the placement, the teachers were asked to evaluate the placement by testing her skills again, comparing them with her skills before the placement.

Besides handling the animals, the owners of the farm let the young vet take part in the day-to-day management work of the farm in order to give her full insight in to how a farm works. She also had the opportunity to make study visits in the surrounding area.

Tutoring and mentoring was carried out by the head of the farm. A session was held once a week. Her tasks and potential problems were discussed. Additionally, the mentor gave the young veterinary readings on various veterinary topics in order to improve her professional knowledge. The mentor was very supportive, let the young veterinary work independently, introduced her to various fields of veterinary medicine and was helpful when she had difficulties solving her tasks.

The host organisation handed the young veterinary the same type of certificate that it gives to the Belgian veterinary students.

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Human Resources II

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Country	Italy	Number of Project	I/03/A/PL/154375-GL
Promoter	Conad Romagna Marche scarl, today Commercianti Indipendenti Associati soc. coop.	Partnership	CEFILEC (F); XENA, Uniser s.c.a r.l., Eurodesk Italy, Tanaliberatutti s.c.a r.l., Comune di Forlì, Comune di Cesena, Comune di Rimini, Provincia di Forlì- Cesena, Provincia di Ravenna, Legacoop Forlì-Cesena Arci servizio Civile Forlì, Arci Nuova associazione Forlì, Arci Nuova Associazione Venezia, Casa Gemona per l'Europa (IT)
Contact Person	Federica Corzani		
E-Mail	f.corzani@conadfo.it		

Project Summary

The project, which followed a previous experience of Mobility in Leonardo da Vinci, was strongly integrated in the local development strategy as well in those of the promoter CONAD, today C.I.A., a large-sized company association operating in the sector of the large-scale food distribution (retail). The aim of the project was to meet the sectorial and territorial needs identified by the promoter to develop qualifying vocational training courses in order to allow young graduates in economics subjects from secondary school or university, just employed at C.I.A., to approach the sector of large-scale food distribution and to acquire the specific know-how that the management of large-sized trading structures requires. The 22 participants were selected on the basis of their motivation, aptitude and interest; the selection of the beneficiaries was a very crucial part of the whole project and, before leaving, the beneficiaries received a cultural preparation and attended a French course for four weeks. At their arrival in France they attended a language course for two weeks and a theoretical training course at UNILEC, which gave them a basic knowledge about the financial and commercial management of a hypermarket department, the management of goods and prices, the contacts to customers and suppliers and the planning and supervision of team work. The placement itself took place in the Leclerc large-sized points of sales and lasted 22 weeks. Because of its experience in arranging training courses and hospitality for foreign trainees, the hosting partner UNILEC was in charge of the lodging and practical arrangements as well as of the counselling, tutoring and monitoring activities. During their apprenticeship, the beneficiaries were supported and monitored by professional and qualified operators working in the receiving points of sale and, in particular, they were involved in department management; management of goods and prices; keeping the contacts with suppliers and customers; team work planning and supervision. At the end of the placement, the beneficiaries received a certificate of the training course by UNILEC and the promoter delivered to the participants by C.I.A. the Europass-Training certificate. The final assessment of the placement experience was made by the person in charge of the project together with the beneficiaries. The most concrete and relevant result of the project was the opening of a large-size structure "Leclerc-CONAD" in Rimini in November 2005, in which the beneficiaries were a part of the head office.

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Quality Aspects

The project had a very deep impact on the personal and professional lives of the beneficiaries, who had the opportunity to spend a period of nine months abroad. All beneficiaries were exposed to work opportunities in a European context and experienced different models of learning and working in a large-sized company based upon innovation. The project had an important result in terms of career enhancement, as they afterwards became a part of the head office in the new large-sized structure in Rimini. Every four weeks each beneficiary and his tutor had a meeting where they used a specific tool – a questionnaire prepared by C.I.A. and UNILEC – aiming at evaluating the actual degree of success of the work experience and eventually the opportunity to make changes and/or adaptations to the previous placement programme.

The promoter developed the project on the basis of a transnational partnership with a qualified partner, namely the French Chain Lerclerc and the Leclerc's International Centre for vocational training CEFILEC, today UNILEC. On a local level, the project involved several partners like town councils and district administrations (Comune di Rimini, Comune di Forlì, Comune di Cesena), category associations (Legacoop), companies associations (UNISER), vocational training bodies and organisations engaged in spreading information and vocational guidance and counselling (EURODESK).

A great co-operation between the national and transnational partnership permitted the development of a very detailed work programme and agenda, including the tasks of all partners involved.

At an institutional level, the project reinforced the partnership between C.I.A. and its qualified partners E. Leclerc, a large-sized company, and UNILEC, its international centre for vocational training. Moreover, the project represented a great opportunity to consolidate mutual co-operation and relationships for all partners involved including those on national level.

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Effective Work Organization of General Practitioners

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Country	Lithuania	Number of Project	LT/03/EX/1/0521
Promoter	UAB Garliavos šeimos klinika (Garliava Family Clinic)	Partnership	VI "Šeimos medicinos klinika", LT Kaunas District Municipality, LT VŠĮ "Sugrizėjimas", Kaunas University of Medicine, LT Thüringer Stiftung für Bildung und Berufliche Qualifizierung, DE Zentrale Krankenhausverwaltung, DE Berufskoll Vera Beckers, DE Speciallaeger I Almen Medicin, DK
Contact Person	Asta Šileikiene		
E-Mail	astapeci@takas.lt		

Project Summary

During the exchange visits to German and Danish partner institutions, eleven project participants broadened their knowledge in the field of Management of Human Resources in medical institutions. They also gained experience in the field of analysis and planning of activities and in formulating a strategy for medical institutions. Furthermore they acquired practical skills by applying information technology in the activities of the institutions. Additionally, the participants gained teamwork skills.

The project was oriented towards the essential elements of the work of a general practitioner (GP) in relation to work effectiveness: the legal framework of work, the competence of medical staff, the base material, the organization of the management, preventive activities, etc.

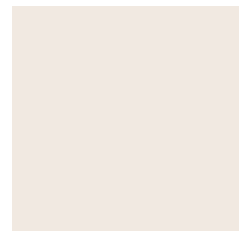
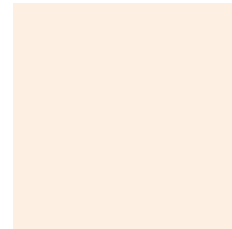
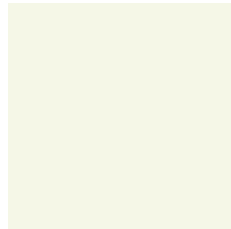
During the exchange the participants took advantage of learning from the Danish and German experiences concerning an effective organization of the GP. They also became familiar with various first health care systems and with models of vocational training. Additionally, they developed their competencies through joint short-term, but dynamic practical activities. The experiences the participants gained during their exchange have been implemented in the theoretical and practical training of specialists as well as in the teaching material, in lectures and in training courses. The experiences were summarized in recommendations intended to optimize the operation of first health care institutions.

The operation of private first health care institutions will be improved on the basis of recommendations, which will also be used to update the curricula of the training of general practitioners.

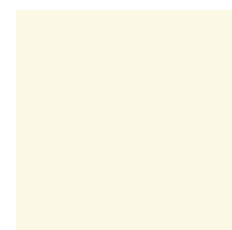
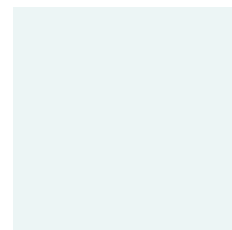
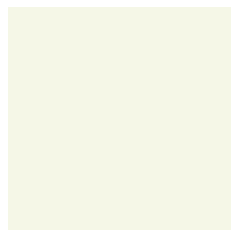
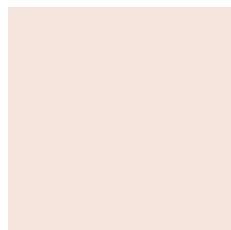
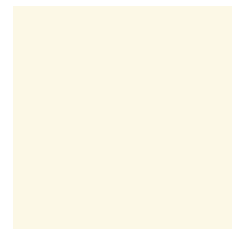
Quality Aspects

The project was perfectly planned and enthusiastically implemented. The co-ordinators put much effort into achieving the maximum goals. Due to the project, it was possible to apply innovations to practical activities and organize everyday work more efficiently. The project contributed to the improvement of the quality of services provided and the strengthening of the competitiveness of the organizations in the district. Project results and recommendations were disseminated and made available to any GP's medical practice, to universities, to legal institutions, to reform organizations, to government and municipal institutions. As a result of the project, one expects not only to enhance the effectiveness of general practitioners' work, but also to accelerate the progress of the first health care system.

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Teachers and Trainers





Apprentice Becomes a Master (BOA)

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Country	Estonia	Number of Project	EE/2003/EX-D-033
Promoter	Kuressaare Ametikool (Kuressaare Vocational School)	Partnership	Friese Poort Centrale Diensten (Friese Poort College for Christian Vocational Training and Adult Education) – NL Interconnect – NL
Contact Person	Sirje Ellermaa		
E-Mail	sirje@ametikool.ee		

Project Summary

The aim of the project was to engage people from the school and enterprises to learn together how the apprenticeship programme in boat building functioned.

The project team consisted of five representatives of school and three of boat building companies.

The visit was planned by the promoter with the help of the receiving partner, a Dutch development company "Interconnect". "Interconnect" prepared a detailed work plan for the whole week, organised meetings at "Friese Poort College" and its partner enterprises, introduced the Dutch dual training and qualification system and assisted the group during the visit.

The visit took place from April 12 to 18, 2004 and consisted of meetings with teachers and training organisers in the college and five partner enterprises, some of them being part of the national training and qualification awarding system (SOM). Between the meetings the members of the team had time for discussions and to reflect upon issues they had learned.

As a result of the visit a document was signed between the school and the companies about the arrangements of changing the training to become more effective, the curricula and training plan were updated; new documentation (students' workbook, recording sheets, assessment forms) was developed. The teachers and entrepreneurs became aware of the apprenticeship training peculiarities, details, roles and responsibilities.

The work on the apprenticeship programme is continuing, the experiences and results obtained from this project are being spread to other areas – a similar exchange project for the construction sector has been approved by the LEONARDO DA VINCI National Agency in Estonia.

Quality Aspects

The most important aspect of the project was the synergy created between school and enterprise representatives assisting them in gaining new knowledge and experience together. The parties involved got a strong impulse to further develop the quality of apprenticeship training in school combined with the practical experience at local enterprises.

The co-operation and mutual understanding of apprenticeship training, curricula and responsibilities of the involved parties improved a lot. Prior to the exchange the entrepreneurs' opinion was, that the vocational school should prepare trained workers for companies and that training of students was not their business. After the visit their attitude towards the division of responsibilities in the training process changed a lot.

The experience and new skills acquired during the exchange are now being used in the next apprentice programmes – for constructors, sewers, chambermaids and sales assistants – and the number of them will increase during the coming years.

Information and knowledge gained during the visit have been disseminated at meetings in the Phare 2002 apprenticeship programme (during 2004 – 2005) to other vocational schools in Estonia and used for initiating new programmes at Kuressaare Vocational School. The project manager presented the gained experience at a conference organised by the LEONARDO DA VINCI National Agency (April 2005) and to employers-partners of Kuressaare Vocational School.

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Far Out – Project between Kotka Youth Workshops and Kent County

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Country	Finland	Number of Project	FI 03-A-PL-30-c
Promotor	City of Kotka, Youth Department (Youth Workshops)	Partnership	Kent County Council, Area Youth & Community Office, UK
Homepage	www.kotka.fi/liinu/farout		
Contact Person	Ms Virpi Jonsson		
E-Mail	virpi.jonsson@kotka.fi		

Project Summary

The Far Out Project sent young people working in the City of Kotka Youth Workshops abroad to find out new methods for working with unemployed youth.

'Youth Workshop' is a term for a local multi-disciplinary organisation employing and training young people without jobs or education. Persons between the age of 17-25 come to workshops through the employment agency. The Far Out Project can be considered as a pilot for sending people from Youth Workshops out on LEONARDO DA VINCI placements.

The receiving partner was Kent County Council in the UK. During the project four young persons working in ICT and kitchen workshops were sent to Kent for a two-month placement. The selected beneficiaries were long-term unemployed persons aged 19-23. Visits of two Finnish tutors were included in the project.

Beneficiaries were prepared for the placements daily, as a part of their ordinary work at the workshop. Linguistic and cultural training was organised and the practicalities of the placement were discussed. They wrote a personal study plan under the supervision of the tutor. The plan included reflecting upon personal strengths, goal setting and an activity plan for the whole workshop period.

The fulfilment of the goals was monitored through counselling and written reports. Every participant compiled a portfolio concerning the workshop period and a separate placement portfolio consisting of items such as on-the-job learning material, job references and documents of skills demonstrations. The portfolio also included a personal financial plan, which helped them to plan their use of money in advance.

Quality Aspects

The project is exemplary in the way it selected and prepared the beneficiaries. The target group was informed about the possibility to do a placement abroad through the local employment agency and an article about the project was published in a local newspaper. The preliminary selection was done in collaboration with the employment agency. The final selection was based on an application and an interview with a workshop tutor and a counsellor.

International activities have increased the importance of quality aspects in Kotka Youth Workshops. Experiences gained in Kent gave an impetus to quality work in Kotka. Workshop staff has been working on a quality handbook, which also includes a chapter about international activities. The quality process includes compilation of the quality handbook including evaluation of work processes, assessment forms and assessment criteria.

The Kotka Youth Workshop nowadays has internationalisation stated in its strategy. The "trademark" of Kotka Youth Workshops, among other workshops, is entrepreneurship and international activities, which was acknowledged at the National Workshop Association's (NWA) quality assessment event in 2005. The National Workshop Association has introduced the quality process and international activities of Kotka Youth Workshops as a good practice in its training seminars.

In autumn 2005 all the beneficiaries have found a place to study and one beneficiary took part in labour market training. The project has its own website created by the beneficiaries as their final project. The page can be found at <http://www.kotka.fi/liinu/farout>.

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Comparison of Traditional Floristry within Flornet Mobility

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Country	Hungary	Number of Project	HU/03/EX/407
Promoter	Magyar Gyula Holticultural Secondary School and Vocational School	Partnership	Ingvar Strandhs Blomsterskola, SE Taller Escuela Violeta del Teide, ES Staatliche Fachschule für Blumenkunst Weihenstephan, DE Blomster Pigan, SE Salón Flor de Cuba, ES Violeta del Teide, ES
Homepage	www.magyula.sulinet.hu		
Contact Person	Ms Katalin Kókai		
E-Mail	office@magyula.sulinet.hu		

Project Summary

The project promoter is a vocational school that offers training courses in floristry, park building and houseplant growing. The project partners were vocational schools in Sweden, Spain and Germany. These schools have contact with local flower shops, which provided the practical part of the exchange. All partners of the project are members of the Flornet Community, a Europe-Wide Network of Floristry Training Institutions. The main aim of the project was to introduce the running of floristry shops and various forms of the usage of plants for decorative purposes to the floristry teachers of the project promoter. A second aim of the project was to examine the systems and methods of training in the partner institutions. The criteria for the selection of the beneficiaries were motivation, innovative demand, professional knowledge, purposefulness, connections with the industry, language knowledge, communicative ability and flexibility. A month before the journey the beneficiaries took preparatory lessons in order to improve their language and intercultural skills. Altogether six floristry teachers spent a three-weeks exchange period in Spain, Germany and Sweden. Due to the project the beneficiaries were able to compare German, Hungarian, Spanish and Swedish flower shops and floristic education. The students were trained in a lifelike way in order to meet the requirements of the European labour market. Further on their experiences were integrated into further training courses for floristry teachers organised by the Ministry of Agriculture.

During the three-week exchange beneficiaries also learnt new working methods and new types and styles of flower compositions. Additionally all the students improved their language competences. The vocational teachers – who are developers of the school curriculum – were introduced to the structure of floristry training in the partner countries. Thus knowledge concerning the different forms and methods of financing the training of this profession was gained.

Quality Aspects

The teacher- and the student mobility has a stimulating effect on each other: As students experience different working methods and materials, teachers experience the need to improve their knowledge and skills as well.

In this project the practical training of the beneficiaries was emphasized. As Hungarian vocational teachers usually lack opportunities for practical training, the promoter asked its partners to organise practical work placements for the teachers. The teachers spent one – two weeks in flower shops. The aim was to increase their entrepreneurial skills. During the days spent in the partner training institutions beneficiaries enhanced their knowledge of methodology and didactics. The project-based training was considered very effective by the beneficiaries. After returning to their own schools, the teachers started to apply it in their own teaching practice. The professional and pedagogical knowledge and the skills gained during the project were integrated into the curricula of the promoter institution. Due to the project, another future aim was realized among the partners: To develop common European requirements for the floristry training and to found a floristry network spreading all over Europe.

At the end of the programme the host institution issued an individual Flornet Certificate to the teachers, which is accepted reciprocally by all members of the Flornet Network.

The promoter institution put great effort in disseminating the project results on national level.

European Quality in Mobility Award 2006



Improvement of the Quality of Vocational Training of Cartographers in Lithuania based on Technological Innovations and European Integration

15

Country	Lithuania	Number of Project	LT/03/EX/1/0449
Promotor	Vilnius University Centre of Cartography	Partnership	UAB "Aerogeodezijos institutas", LT Geologijos ir geografijos institutas, LT VI "GIS-centras", LT UAB "HNIT-Baltic Geoinfoservisas", LT Lietuvos ekologu draugija, LT Vilniaus Gedimino technikos universitetas, LT VŠĮ "Gamtos paveldo fondas", LT Nacionalinė žemės tarnyba, LT Vilniaus pedagoginis universitetas, LT Technische Universität Dresden, DE Universidad Politécnica de Madrid, ES International Institute for Geo-information Science and Earth observation, NL Universidade Nova de Lisboa, PT Uniwersytet Warszawski, PL
Homepage	http://www.kc.gf.vu.lt/		
Contact Person	Giedre Beconyte		
E-Mail	giedre.beconyte@gf.vu.lt		

Project Summary

The strategic goal of the project was to improve and update teaching of cartography in the high schools of Lithuania in order to adjust it to the level of modern cartography studies in Europe and worldwide.

Almost all Lithuanian institutions related to the training and practical work of cartographers participated in the project. The beneficiaries were high school teachers, developers of cartography/geoinformatics curricula, human resource managers, scientists and state officials. During the implementation of the project 23 persons from eight different institutions, selected by their institutions and the project management group visited the main education centres for cartographers in five European countries. Each group had representatives of different sectors (education, science, production) and consisted of four to six people.

Each group was orientated to solve one of the most pressing problems of modern cartography and vocational training of cartographers in Lithuania. They sought to adopt the experience and knowledge from the partners in order to improve the quality of teaching in Lithuania and strengthen cooperation between different institutions. The goals of the project were achieved above all expectations and information widely disseminated. All project partners significantly benefited from the project results and partnership itself. The results are sustainable and have been used in development of study programs, active education-business cooperation and further project proposals.

Quality Aspects

The project was notable since it achieved maximum goals in a maximally short time (one year) and contributed to the development and promotion of the popularity of the science of cartography in Lithuania.

It was the first project of mobility in the Centre for Cartography and had huge impact on the further internationalisation of activities of this department. The number of foreign partners and the scope of common activities are growing each year.

Very important outcome of the project is active cooperation among the Lithuanian partners. Such close relations between educational, business enterprises and public institutions were established for the first time. The partners keep sharing information on international events and visits of foreign partners thus making the maximum use of them. Academic and business partners continue joint work on development of study programs. Five joint project proposals among the former project partners have been prepared in 2004-2005. The project inspired other institutions which did not participate in the project to improve their international cooperation. The project management team has been often consulted by their project coordinators concerning project ideas and management.

European Quality in Mobility Award 2006



Country	Poland	Number of Project	PL/03/A/Exd/174239
Promoter	University of Bialystok	Partnership	Catholic University of Portugal, PT Carl von Ossietzky University in Oldenburg, DE University of Oulu, FI University of Bialystok, PL Nicholas Copernicus University, PL Maria Curie-Skłodowska University, PL Warsaw University, PL Bialystok Technical University, PL Krakow Technical University, PL Voivodship Labour Office in Bialystok, PL
Co-ordinator	Tomasz Zalewski		
Homepage	www.bk.uwb.edu.pl/graals		
Contact Person	Marcelina Wojno		
E-Mail	ac-bk@uwb.edu.pl		

Project Summary

The main aim of the project was to exchange experiences among beneficiaries. The focus was on the methods of reaching graduates, the identification of their training needs and the methods and forms of the organisation of workshops/courses. During the exchange, the participants analysed the contents of courses, and assessed their attractiveness and usefulness.

The direct beneficiaries of the project were 14 career advisers working in the career services of higher education institutions and labour market experts (often involved in the implementation of projects under the European Social Fund) from Voivodship Labour Office in Bialystok. Five of the beneficiaries went to Portugal, five to Finland and four to Germany. The beneficiaries were selected by the heads of the Careers Services. The main selection criterion was professional competence. Additional criteria included foreign language skills, interpersonal skills and the type of job held by the beneficiary (should enable the implementation and dissemination of project outcomes).

The duration of the project and each exchange was planned in order to ensure the achievement of outcomes, and was adjusted to the work programme of the beneficiaries and the capacities of the host institutions. Organisational arrangements for the exchange were made by the promoter and the foreign partners. The partners defined the areas of their activity and responsibility precisely. The Career Service of the University of Bialystok, the promoter, co-ordinator and sending institution, supervised the financial aspects of the project, supported and monitored exchanges, was responsible for contacts with the foreign partners, organised the exchanges of the beneficiaries (at national level), ensured the performance of tasks in accordance with the timetable, participated in the evaluation and dissemination of the project outcomes and dealt with the logistic aspects of the project. The other Polish Career Services were responsible for the preparation of the beneficiaries ahead of the exchange, participated in the dissemination of the project outcomes, evaluation and monitoring of the exchanges and were responsible for the on time delivery of necessary documents to the promoter. The host institutions provided support in terms of logistics and accommodation and arranged study visits for the Polish beneficiaries (in addition to their contribution to the content of the project).

The tangible outcome of the project was the Internet version of a methodological guide for those providing career guidance – "The Trainer's Manual" (available at: www.bk.uwb.edu.pl/graals). Another project result was a closer co-operation within the group of persons involved in the project. The project also provided an opportunity to extend the professional vocabulary of the beneficiaries in a foreign language. The expected long-term outcome of the project (to be achieved as a result of keeping university units informed about the situation on the labour market) is the modification of the training system. This will also inspire the development of new solutions and plans concerning future co-operation between career advisers in the European Union countries, which is of great importance to the enhancement of graduates' employability. This is, in turn, particularly relevant because the project partners represent different approaches to, and methods and forms of career guidance reflecting the situation in the labour market.

Quality Aspects

The main unique quality aspect of GRAALS was a platform created for the exchange of professional experiences concerning methods, forms and content of group counselling among the career services staff. The project was an innovative initiative, the first one of this type, designed to support the integration of a group of Polish career advisers. GRAALS contributed to the upgrading of professional skills and competence of the beneficiaries. In particular, the project enhanced the beneficiaries' understanding of various education and training systems, enabled the comparison of the experiences of the partners and, thus the implementation of good practice. It also provided the beneficiaries with new organisational cultures and developing skills. These are important in order to use information and communication technologies in counselling and to be able to work together in a multicultural environment. The beneficiaries gained experience which is particularly valuable when preparing students and graduates to enter the European Labour Market. A strong innovative aspect of the Project is a website with a methodological guide for career guidance – "The Trainer's Manual" (at: www.bk.uwb.edu.pl/graals). It is the first such kind of support for advisors in Poland.

The outcomes of the project were presented at regular meetings of regional partnership groups in Cracow (Cracow University of Technology) in March 2004, during the Career Days at the Nicolas Copernicus University in Torun in April 2004, the IV Academic Employment Days in Bialystok in May 2004 and, at national level, during the National Conferences of the Careers Services Network in Olsztyn (June 2004) and Cracow (December 2004).

Moreover, first drafts of "The Trainer's Manual" were presented in 2004 to representatives of the local media. Information materials about the outcomes of the project were also forwarded to the Ministry of Economy and Labour, the Ministry of National Education, the Regional Employment Agency, careers services and training institutions providing career guidance. Full information about the project is available on the above-mentioned website (Websites of all national and international partners content links to the project).

European Quality in Mobility Award 2006



Initial Vocational Training



Broadening Horizons and Improving Technical Skills through the Exchange of Experiences

20

Country	Belgium	Number of Project	B/03/PL-144.398
Promoter	DvM Handels-, Technisch en Beroepsonderwijs Onderwijsstraat 5 9300 Aalst	Partnership	Beauty Care Clinic, MT Estetika, MT Hilton Malta, MT Hotel Fortina, MT Malta College of Arts, Science and Technology (MCAST), MT
Homepage	www.dvmhtbaalst.be		
Contact Person	Mady Ringoot		
E-Mail	mady.ringoot@dvmhtbaalst.be		

Project Summary

This project was conceived for pupils of the seventh form of Aesthetic Care, which is a specializing year of study. Eleven pupils were selected after an interview, following a so-called portfolio, which is a coaching project for pupils describing their study career and acquired competences. This portfolio had been developed by another LEONARDO DA VINCI project the school had joined in. Malta was decided for the placement because of the high technical standard reached in the field of aesthetic care, but also because of the great attraction it holds for tourists, due to its spas and health resorts. Thus our pupils could practise their social, linguistic and even commercial skills. The project consisted of three parts: first there was the working experience at spas, health resorts, wellness centres and beauty parlours. Then there was the exchange and cooperation with the pupils of a Maltese aesthetic care school. As for the social-cultural part of the project we expected the pupils to explore the island. In preparation of their stay the pupils had collected all kind of information on historical, cultural and geographic highlights of the island. So they knew where to go and what to visit. This shows that the pupils were intensively prepared for their traineeship.

Quality Aspects

A very attractive project in every respect and a true LEONARDO DA VINCI traineeship. The choice of the host country and host organisations was perfectly adequate to meet the training needs of the participants. The challenge of a placement in an English speaking environment (but also with an important German clientele was a real incentive for the students to invest in foreign languages. The whole preparation phase involved linguistic, cultural, emotional, technical and social topics.

The programme was a balanced mix of practical experiences, reflecting on knowledge and skills as well as working on case-studies in cooperation with Maltese students. This last aspect has really helped to learn about and cope with cultural differences. Even though this is a project in a series of several, the promoter manages to incorporate innovative elements to make sure that this is not becoming a routine in the organisation.

European Quality in Mobility Award 2006



Improving the Professional and Linguistic Skills in Gas-supply According to the Requirements of the EU

21

Country	Bulgaria	Number of Project	BG/03/A/F/PL-166092
Promotor	Vocational Secondary School in Industrial Technologies "Atanas Tsonev Burov", Rousse	Partnership	Vitalis, DE
Contact Person	Aneta Hristova		
E-Mail	sptum_rousse@yahoo.com		

Project Summary

The aim of the project was to encourage new training approaches in the field of gas-supply. Project beneficiaries were students from the eleventh and twelfth grade as well as teachers from the school, who had prepared and implemented the project (36 students and four teachers). Students were selected by committees according to the defined selection criteria: good theoretical and practical preparation in the field, academic results and knowledge in German language. Tutors were teachers of technical subjects with computer skills and knowledge of German.

The Partner institution was chosen via the internet after carrying out a survey of the countries with well-developed gas industry. Duration, work programme, organisation of theoretical and practical training of beneficiaries and contract preparation were discussed via e-mail and telephone. Visits to different companies in the field of the gas industry and technical centers with gas equipment were organized.

The main role of the school as a sending country was to prepare beneficiaries and tutors for all phases of the project and to assist the partner VITALIS in their responsibilities during the stay in Germany.

Dissemination activities of project results also took place: workshops, teacher-training, brochures, etc.

The project helped the young people in their future realisation, and improved their social and professional integration. The use of new training methods and the positive experience from the placement led to improvement of the study process in the school.

Quality Aspects

The project supports the development of vocational education and training in the sphere of the gas devices and technologies since the gas industry in Bulgaria is comparatively new and there is a lack of trained specialists. At regional and local level the project encouraged collaboration with the companies from the industry and other organisations.

Project success consists mainly in using the new work methods in the workshop of Gas supply, equipping the laboratory of gas devices according to EU standards, introducing a better organisation in the study process in theoretical and practical classes, dissemination of our experience from the accomplished practice, improving vocational training at the school and participation in future projects under the LEONARDO DA VINCI programme.

This project was followed by other LEONARDO DA VINCI projects submitted by the school. They are connected with transferring knowledge, experience and innovation in the sphere of the domestic gas technologies for students and for teachers.

The positive results from the implemented mobility projects and the benefits for the development of our school as an institution also encouraged contact with new partners from the EU for improving the vocational training for all professions taught at the school.

As a whole the project gained a new image of the school in the system of vocational training in the region.

European Quality in Mobility Award 2006



Clinical Skills in Transcultural Nursing

22

Country	Czech Republic	Number of Project	CZ/03/A/F/PL/134149
Promoter	VZS Duskova 7, Praha 5, 150 00	Partnership	Higher Medical Institute Prague, CZ Higher Medical Institute Pribram, CZ Ministry of Health, CZ Rehabilitation facility, CZ
Contact Person	Lenka Henebergova		Age Care, UK Eastbourne Downs Primary Care NHS Trust, UK East Sussex County Healthcare NHS Trust, UK Helios Klinikum Wuppertal Bildungszentrum, DE
E-Mail	vzsp5@seznam.cz, dayal@wo.cz		

Project Summary

The project was focused on improving the education of nurses and midwives by providing practical experience in different forms of nursing care. Promoting school was "The Higher Medical Institute for Nurses and Midwives", the participants were 15 students from the promoting school and a partner school from another part of the Czech Republic. Language teachers from both sending schools prepared special language lessons for participants oriented on professional nursing communication. Professional preparation was realised at special seminars lead by nursing teachers. The cultural preparation was done by LEONARDO DA VINCI participants in previous years. The placements were organised by the sending and host organisations.

Durations of placements were six weeks in UK and four weeks in Germany. The students were placed in various medical facilities specialised on psychiatric, community, geriatric and hospital nursing care. The hosting organisations were the "Age Care, Eastbourne Downs Primary Care NHS Trust, East Sussex County Healthcare NHS Trust" in the UK and "Helios Klinikum Wuppertal Bildungszentrum" in Germany. Monitoring was realised by the promoter, tutoring and mentoring by the host organisations. Beneficiaries wrote professional portfolios from placements including terminology used at the working place. Some of these materials were used to develop new learning modules.

The project results were disseminated at a seminar attended by 60 students, teachers, nursing professionals, at teachers and students meetings, among boardmembers of the sending and host organisations, on websites, at nursing lectures and at meetings of the Association of Higher Schools and cooperating medical training facilities and during the sixth international conference organised by the promoter in Prague for 120 nursing professionals.

Quality Aspects

This project has been nominated due to its strengths on all levels with a special emphasis on partnership, quality of preparation and of the placement content, wide dissemination and the impact on the development of education in the nursing sector. The promoter repeatedly received the national quality award for its mobility projects.

Partners involved represented all relevant players. On the Czech side there were two professional schools (the promoting school from Prague and one regional higher medical school), Ministry of Health, Association of Higher Schools and the facility for practical training. Receiving organisations abroad represented all kinds of nursing care including handicapped persons.

The quality of placements and the planned results were ensured by numbers of preparatory, monitoring and evaluation visits and close cooperation of all partners. Tutoring and mentoring was well organised and the partners continuously evaluated the project together. The placements had strong relation to the process of improving the curricula in both schools. Reports and materials from placements were used for the preparation of two bachelor courses and a new module for transcultural nursing. Study language material on the CD produced during the project contains English-Czech and German-Czech common phrases used in nursing. Wide dissemination of the project including the international conference helped to broaden the international partnership and to further develop and realise new projects.

The project is unique in the impact on the VET system as it successfully contributed to changes in the concept of the education of nurses and midwives in the Czech Republic.

European Quality in Mobility Award 2006



Improving the Professional and Linguistic Skills in Gas-supply According to the Requirements of the EU

23

Country	Germany	Number of Project	D/2003/PL/430 3100 1CF
Promotor	Kiezküchen Ausbildungs gGmbH	Partnership	Totnes/ Devon European School, UK Centre de Formation d'Apprentis de l'Hotellerie et du Commerce, Perpignan, FR CNOS FAP Casa del Ragazzo, Foligno/ Umbria, IT CEFA Centre D'Education et de Formation en Alternance, Bruxelles, BE
Homepage	www.kiezkuechen.de		
Contact Person	Andrea Mohoric		
E-Mail	amohoric@bildungsmarkt.de		

Project Summary

The project supports the long-term objective of providing disadvantaged young people with better job chances. It addressed young people, mainly with bad or no school results and a disturbed family background as well as young adults, who were unable to find apprenticeships within a company after finishing school. The project was an integral part of their training to become chefs, waiters or catering assistants. 58 trainees in the first, second or third year of their IVT took part in altogether seven flows of 8 weeks each to UK, France, Italy and Belgium. Eight to ten trainees were sent per flow and mostly worked in pairs in companies abroad.

The placement provided the trainees with a lot of additional qualifications, e.g. original regional recipes for different dishes on the menu, different service techniques for guests at the table, breakfast buffets, wine and drink services, how to prepare fish and seafood, etc. The most frequently mentioned work experience and skills gained were learning routines, working at high speed under pressure and stress, and producing and arranging a large number of plates exactly the same. A new experience for the trainees was to work in a system of two-shifts per day.

Besides the professional skills the development of intercultural skills, e.g. tolerance through work in multi-cultural teams as well as the development of self-esteem and problem-solving skills contributed to the improvement of their job chances.

They learned to appreciate the family atmosphere in the Italian restaurants very much, where they started working by having a dinner together. They found it amazing to be part of the great banquet events in the big old five-star hotels in the city centre of Brussels. They found the old gastronomic hierarchy demanding respect and appealing at the same time. They compared the English cuisine – using mostly prepared products and the Mediterranean cuisine – producing more fresh food. They acknowledged the Catalan influence on the south French cuisine.

Quality Aspects

The results of the project showed that job chances for those with work experience abroad were better than for those without. Of the 21 trainees who finished their IVT exams successfully in 2005/2006, 17 found a job straightaway, some of them in high-ranking hotels. Four later found jobs in Switzerland, Costa Rica and New Zealand. Only five are still unemployed. This is a high rate of employment for the target group of disadvantaged young adults.

The work placements did not only aim at improving the participants self-esteem and at gathering work experience abroad but particularly at providing additional qualifications in order to improve their national IVT. As the work placements were combined with training sessions (language, practical gastronomic training, professional excursions), the trainees learned a lot about the gastronomic sector in Europe and the different cuisines in European regions. The benefit on the professional level enabled the disadvantaged young people to partly compensate their stigma, when stepping onto the labour market and to compete with others.

Together with the British partner organization we have developed an additional English examination for the gastronomic training following international standards, which we implemented in May 2005 with the first group of trainees who were finishing their IVT. The Berlin Hotel Management School and the Esplanade Hotel Berlin co-operated and sent personnel to take the exams. From these experiences we are taking further steps to include international additional training modules into our national IVT. In training journals articles referred to our project as being a role model for international training with disadvantaged youngsters.

European Quality in Mobility Award 2006



Working in Europe 2004: Routes to Work

24

Country	UK	Number of Project	UK/03-1/VT/128666
Promoter	North London Colleges European Network	Partnership	Tuku Polytechnic, FI Mission Locale Acceuile Jeunes, FR ROC Midden-Brabant, NL Albatros & Deltha Cosulting, ES Swedish Vocational Institute, FI
Contact Person	Cherry Sewell		
E-Mail	nlcenaa@barnet.ac.uk		

Project Summary

39 students, many of whom were under 18 at the time and from disadvantaged areas of north London, participated in a selection of placements organised by the umbrella organisation North London Colleges European Network (NLCEN) in the spring and summer of 2004. The placements, which were supported and hosted by five partners in four European countries, dealt with a number of vocational sectors, across a wide spectrum: agriculture, CIT, social work, hotel and catering and leisure and tourism.

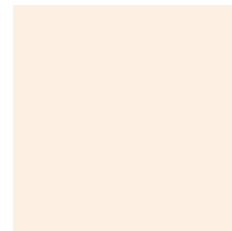
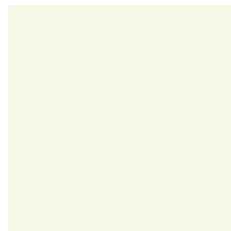
The theme of the project was "Routes to Work" and had particular focus on the employability of the beneficiaries, approached from numerous angles. Not only would the active work placement offer the beneficiaries a professional introduction to their chosen academic vocation, whilst giving them a potentially crucial practical advantage in terms of future employability, but the project also opened other doors. Many beneficiaries had the good fortune to be able to leave the UK for the first time in their lives, thus embracing an internationalism to which they would otherwise never have been exposed. The enthusiasm which accompanied this opportunity fed into increased motivation and commitment to the beneficiaries' studies and career development and a wide range of indirect, soft skills were acquired such as language skills, issues of self-confidence and motivation, interpersonal skills and, perhaps most importantly, a belief that there is much more out there.

Quality Aspects

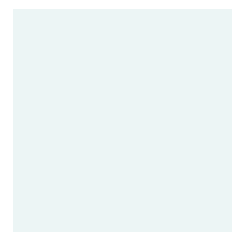
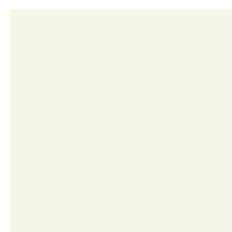
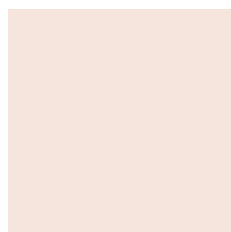
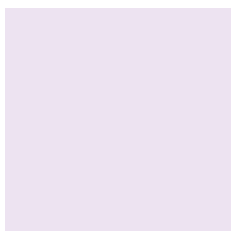
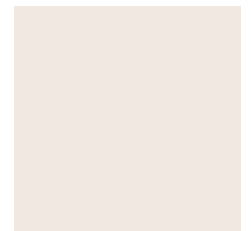
This was a project characterized by outstanding features, innovation and excellent management of people and resources. One such feature was the inclusiveness of the project, which sought to offer exciting opportunities to as wide a range possible of predominantly young people in a largely deprived area of London. As such, the selection process was broad and deep, encompassing seven local further education colleges and several stages of selection. Furthermore, the promoter had identified skills shortages in this area of London and had accordingly organised suitable placements for a range of beneficiaries. Many of the beneficiaries came from economically and socially deprived and/or ethnic minority backgrounds, thus fulfilling a national goal of delivering the programme in the most hard to reach areas of the country.

The most impressive feature of this project, as cited by the promoter, the colleges, the hosting employers and the beneficiaries themselves, has been the lasting impact which these placements had on those who took part. This impact can be measured in the marked increases visible in the beneficiaries' academic results, in their motivation and commitment to their studies, in the spectacular change of perspective witnessed in young people whose boundaries – both physical and mental – had previously not extended far down their own road and now encompassed Europe.

European Quality in Mobility Award 2006



Students





e-PICTURE II – European Placement Project for Information and Communication Technology University Students Acquiring Relevant Work Experience II

26

Country	Belgium	Number of Project	B/03/PL-144.399
Promoter	Hogeschool West-Vlaanderen, dept. PIH Graaf Karel de Goedelaan 5 8500 Kortrijk	Partnership	Univerzita Karlova v Praze, CZ CLT-Trinity College, IE Scoala Nationala de Studii Politice si Administrative, RO Emmerce EEIG, SE Seos Ltd., UK IHK, DK CARET, University of Cambridge, UK
Homepage	http://international.mct.nu http://www.howest.be		
Contact Person	Kristel Balcaen		
E-Mail	Kristel.balcaen@howest.be		

Project Summary

The e-PICTURE II mobility project was conceived for 13 students of the Bachelor Programme in Multimedia & Communication Technology (MCT), in which the focus lies on acquiring directly applicable computer and multimedia skills. The aim of the project was to improve the students' intercultural skills, their ability to communicate as well as to increase the awareness of the broad range of organisations that could benefit from having the beneficiaries as employees. It was important to include a number of organisations that would at the same time benefit from the MCT students' skills and that would reach a large audience with the products and technologies developed. The selection procedure was based on an individual match of every candidate with an European partner. A duration of 14 weeks was chosen in order to fit into the study programme and to give the students enough time to properly get to know their employment environment, host country and accomplish several assignments. The placement was put at the end of the academic year to give the students the opportunity to acquire extra skills (like language skills), to make a smooth transition to employment after their placement and to assure that the mentors and coordinators could guide the whole process. The latest enquiry showed that five beneficiaries have continued studying for a Master's degree, one continued working for his host company, two went into business for themselves and five are working in different organisations, ranging from secondary schools to companies in different sectors. The project also had strong and positive effects on the institution on different levels.

Quality Aspects

Quality is the key word and corner stone in this project. Starting from the results and experience gained in previous mobility projects, the main goal of e-PICTURE II was to set up a mobility project for students that could be seen as the start of an ongoing process towards the future. Close cooperation with partner organisations and a solid project preparation resulted in an added value for beneficiaries (e.g. acquiring skills and competences, enhancing career opportunities, a life-altering experience) and all partners involved (e.g. sharing professional knowledge, using the results within the institution, setup of a working platform for future projects). The open range of partner countries and institutions strongly affected the project management, and led to the choice of an individualised approach to selection, preparation and accommodation. Tutoring, mentoring and evaluation on the other hand were standardised in order to obtain maximum efficiency. All internships were a full part of the students' education. They also have the Europass as extra certificate. The technologies developed during their internship are widely used, the cultural experiences are carried out by the students and recorded on the online forum, the students themselves and the staff members involved will assist in the preparation of the next generations of mobility students, and carry their experiences with them in their careers.

European Quality in Mobility Award 2006



Improving the Professional and Linguistic Skills in Gas-supply According to the Requirements of the EU

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Country	Germany	Number of Project	D/2003/PL-32010-S
Promotor	Technische Universität Ilmenau	Partnership	Five universities and four Fachhochschulen/Colleges in the region of Thuringia – DE, 110 companies in 18 countries
Co-ordinator	LEONARDO-Büro Thüringen (Hochschule-Wirtschaft-Verbund)		
Contact Person	Dr. Frank MARCH		
E-Mail	frank.march@tu-ilmenau.de		

Project Summary

Aims:

- support of university students of the region to gain practical work experience in a real labour market environment linked to their study, thus gaining skills at different levels
- to form transnational co-operations between higher educational institutions (H.E.I.) and enterprises
- to join activities of Student Mobility within the network of promoters in Europe
- to give input to the internationalisation of host enterprises by participation in EU projects
- to integrate incoming students for the participation of German enterprises

Target groups: University students including incomings and host companies.

Number of participants: 131 students (669 months), 110 host companies in 18 countries and 34 incomings. Everage duration: about 6 months. The outcome of the project turned out to become broader than the objectives set in the beginning of the project period.

The pre-selection of the students was based on an application process carried out with all partner H.E.I.s. Information concerning the application process can be found at www.leonardopraktika.de. Additionally former participants share their experiences and thus contribute to the development of encouragement and motivation. The tutoring is conducted by keeping contact with the participants via e-mail and a hotline for any questions that may occur. The receiving partners consist of companies or research orientated institutions. Student placements increase the good reputation of the partner universities.

Follow-ups are already done. Projects in the field of student/staff mobility have been run for 14 years with more than 2000 participants, and more are to be conducted. The co-ordinator participates in several thematic network projects and is member of LEO-NET located in Vienna/AT.

Quality Aspects

The project covers the needs of a region with nine H.E.I.'s and the administrative efforts are limited to a minimum. Host companies are involved in the own region. A service to provide applicants with placements which fit their needs (identified by the companies) is offered. The co-operation between the "academic world" and the "professional life" is based on a European level. Due to the information strategy, the quality criteria are emphasized. One of the deciding criteria is the description of the individual motivation of the students. Contacts between applicants and hosts and interviews were conducted by the hosts in order to be able to "tailor-make" the placements and the student tasks. Thus the level of failure and terminations were minimalized. An average grant of 500,-Euro/month is granted. Information concerning cultural preparation modules developed by Friedrich-Schiller-University Jena is available at www.interculture.de/Leonardo.

A steering board with partners from H.E.I.s and representatives from the industry develops strategies and regulations. Some partners use the placements to develop the bilateral co-operations to sister-cities or partner universities. German contractors form a national network. Synergies between different strands of mobility actions like student and young graduate mobility, staff exchange, apprentices mobility and participation in pilot projects or thematic networks are developed. Experiences are exchanged between the actions. An offer including incoming students as "free movers" exists. Also students from the new member states where structures or networks are not developed yet can participate. The relation between the number of female and male participants is balanced. Results are published at www.leonardopraktika.de.

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Development of Communicational, Professional and Language Skills in Spain, on the Threshold of EU-Accession

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Country	Hungary	Number of Project	HU/03/PL/210
Promoter	Budapest Business School – Faculty of International Management and Business Studies	Partnership	Intermediary organisations in ES ONECO-Global Training, Albatros&Deltha Consulting S.L. Agencia Europea de Congresos Tiempo
Homepage	http://www.bgf.hu/en		
Contact Person	Ms Anna Gyori		
E-Mail	annagyori@gmail.com		

Project Summary

The prime aim of the project was to enable ten students of the Faculty of International Management and Business Studies to conduct a 15-week-long obligatory internship within their last school term in a company in Spain. A criteria for attending the internship was an intermediate knowledge of Spanish. After the selection made by the Faculty, the Students CV's were sent to intermediary organisations. These found suitable host SMEs for each of the students according to their needs. After this process, the promoter selected the partners, with whom he worked out the final terms of the placement. Before their departure, the students participated in a 60-hour preparation course held by the Spanish teachers' board. They were also prepared pedagogically and psychologically. During the placements the intermediary partners. At the beginning of the second half of the project the coordinator made a monitoring visit to the host companies. The coordinator, the students and the representatives of the intermediary organisations discussed current issues during the visit. The results of the projects were integrated into the following LEONARDO DA VINCI projects, into the structure of the institution and the study programme as well as teaching plans. Due to the success of this project, the faculty set up a Project Office and even a post was created for managing placements. The promoter successfully applied for two further Mobility Projects in 2004 and 2005 and extended the participants to four countries.

Quality Aspects

The project's strengths besides the high-standard individual placements were the thorough preparation and the tutoring of the beneficiaries. The 60-hour Spanish preparation course focused on "labour language" and the course topics ranged from "youth language" to "IT-vocabulary". The teachers tried to cover every situation the students might encounter. Additionally, they invited native speakers who told the students about the host towns and gave practical information. Co-workers of the Spanish Embassy and representatives of the Budapest Office for Trade Development of the Andalusian Government held a lecture on The Comparative Analysis of the Economies of Andalusia and Catalonia. At the end of the course students had to make a presentation of their country and their school. The faculty evaluated the students' satisfaction concerning the course and the feedback was absolutely positive.

The tutoring was arranged by the intermediary organizations. Every two to four weeks, the tutors and students met and experiences, possible problems etc. were discussed. The beneficiaries set up a common correspondence email list that they used to communicate with each other and with the project coordinator before, during and after their placement. The students shared their experiences and their problems and also gave advice to each other. At the end of the internship the project coordinator together with the company tutors, assessed the students' performance and the improvement of their skills. The faculty fully recognized the internships and at the degree-awarding ceremony the students were presented with an "extra" certificate as a sign of recognition.

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Country	Italy	
Promotor	Noopolis-Onlus	
Co-ordinator	Università di Roma La Sapienza	
Contact Person	Prof. Luciano Saso	
E-Mail	Luciano.saso@uniroma1.it	
Number of Project	I/03/A/PL/154418-SU	
Partnership	Baxter BioScience, Vienna, AT Sanofi-Aventis, Frankfurt/M, DE Bayer CropScience, Monheim, DE Coley Pharmaceutical, Langenfeld, DE Fraunhofer Institute, Hannover, DE Leo Pharma, DK Dominion Pharmakine, Derio, ES Fundacion Leia, Technology Park of Alava, ES Instituto Oftalmologico de Alicante, ES Neuropharma, Tres Cantos, ES Bretagne Biotechnologie Végétale, St Pol de Léon, FR CEA Centre d'étude nucléaire, Grenoble, FR Pierre Fabre, Castres, FR Guerbet, Roissy, FR HRA Pharma, Paris, FR Orfagen, Ramonville St Agne, FR Sanofi-Synthelabo, Paris, FR PR euroCHEM, Cork, IE Intervet International BV Akzo Nobel, Boxmeer, NL	Organon Akzo Nobel, OSS, NL Karolinska Institutet, Stockholm, SE Astrazeneca R&D Charnwood, Loughborough, UK AstraZeneca, Leicester, UK Celltech R&D, Cambridge, UK Cyprotex, UK Eli Lilly & Co. Ltd., Windlesham, UK GlaxoSmithKline – Dept. of RA Biology, Stevenage, UK GlaxoSmithKline, Psychiatry CEDD and Neurology & GI Centre of Excellence for Drug Discovery, Harlow, UK Merck Sharp & Dohme, Neuroscience Research Centre Harlow, UK Neutec Pharma, Manchester, UK Novartis – Institute for Medical Sciences, London, UK Novartis Pharmaceuticals Horsham Research Centre, UK Vernalis, Berks, UK

Project Summary

The UNIROMA-PHARMA-TRAINING project was promoted by Noopolis and coordinated by the University of Rome "La Sapienza" in collaboration with the other two major public Universities of Rome ("Tor Vergata" and "Roma Tre") and three southern Italian universities (Catania, Messina and Bari).

The minor aim of the project was to offer to 50 undergraduate students enrolled in the last two years of the master's degree courses in chemistry, industrial chemistry, pharmacy, industrial pharmacy, biological sciences, biotechnologies and medicine, the possibility to gain work experience and international skills through 24-week placements in excellent private and public European research centres. The project managed to establish official agreements with as much as 33 leading companies and research institutions from nine European countries. Participants were selected through two competitive calls which were presented in 21 different events held in all Italian partner universities to ensure that most of the potentially interested students were informed. Before their departure, beneficiaries attended an intensive course of English at the British Council of Rome and the English School of Catania. They also received a pedagogical training, taking into account

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their specific needs and the professional environment to which they were going to be introduced. During the six-month placements, beneficiaries could directly participate in research projects of the hosting laboratories allowing them to enrich their theoretical knowledge and to acquire further technical skills in terms of technologies, methodologies, use of new instruments. Furthermore, the trainees strongly developed their ability to operate within a team and to co-operate with their colleagues and supervisors in view of common objectives. Their linguistic competencies also greatly increased.

The research activities performed by each beneficiary during his/her traineeship have been the object of a detailed scientific report, which was drafted by the students with the support of their laboratory tutors and signed by the person in charge of the hosting research centre. The skills acquired during the traineeship were also certified through a company report containing a description of the programme and an evaluation of the student and of his/her results. All beneficiaries received the Europass.

Quality Aspects

During the six-month placements beneficiaries were exposed to work and training opportunities in a European context and experienced different models of learning and working in companies based upon innovation and research. At the end of the experience many beneficiaries had the possibility to integrate the work performed during their training period abroad in their final Master's degree experimental thesis. This opportunity appeared particularly appropriate to all Italian universities asked to participate to the project because the Italian education system in scientific subjects is very good from a theoretical point of view but sometimes is not able to train students in the most recent techniques due to lack of funding and research facilities.

For all the Italian partners involved, the project was an excellent opportunity to consolidate mutual co-operation and relationships. The project has also represented a specific action towards the strengthening and development of the connections between academic world and labour market, consistent with the indications outlined in the recent reform of the Italian University system. It had an important role in the increasing development of international activities of all Italian Universities involved and in the improvement of their students' curricula.

The project also represented a chance to strengthen the relationships with the Italian Universities and with important European research centres.

The results of the project were evaluated on the basis of different parameters: feedback from the hosting institutions and assessment of company reports; evaluation of the scientific reports by the scientific coordinator, activities of follow-up (elaboration of a questionnaire submitted to beneficiaries and aiming at verifying their degree of satisfaction about the different aspects of their traineeship and the impact of their recent experience on their career).

The results of the project have been presented through the organisation of several events at national level aimed to pose the question of the formal acknowledgement of the mobility period by the Faculties concerned (for example by recognising formative credits to LEONARDO DA VINCI students) and at stimulating the academic institutions to improve their connections with the labour market. The outcomes were also presented by the scientific co-ordinator during some workshops focusing on the contribution of international mobility to the processes of technological innovation.

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The DIT Living and Learning Through Mobility Programme

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Country	Ireland	Number of Project	IRL/03/A/F/PL-119.008
Promotor	Dublin Institute of Technology	Partnership	Le Bistro, FR Casadelmar Hotel, FR Hotel du Palais, FR Hotel La Crillion, FR Château de Beaulieu, FR La Mas Candille, FR Hotel Helianthal Thalassotherapie, FR Château du Domaine St. Martin, FR Hotel Martinez, FR Hotel Juana, FR Restaurant Nouvelle, FR Grecotel, HE Four Seasons Hotel, HU Blomstermala, SE The Blacksmiths Table, UK La Biblioteca, ES Hilton Hotel, ES
Contact Person	Patrick Keys		
E-Mail	pkeys@dit.ie		
		Other partners:	Accor Lycee Hotelier et de Tourisme de Biarritz, FR Lycee Hotelier Jean Quarre, FR Pirkanmaa University, FI

Project Summary

The aim of the placement project was for beneficiaries to gain vocational experience in culinary arts while improving creative, problem solving, research, interpersonal and analytical skills. Thirty-seven students studying for a four year Bachelor of Arts Honours Degree in Culinary Art in the Dublin Institute of Technology (DIT) undertook a Leonardo funded overseas placement in year three. Beneficiaries were provided with the opportunity to experience their compulsory three month placement in France, Germany, Italy, Greece, Luxembourg and Portugal. The partners and host organisations were from a broad spectrum of tourism, hospitality and food related industries who have worked with DIT for many years. Beneficiaries worked in award-winning and ground breaking restaurants The Fat Duck in the UK and Le Crillon Restaurant in France.

The comprehensive preparation of beneficiaries included academic preparation where students submitted a short paper on 'Their Fears and Expectations for an International Internship' to inform the planning of learning objectives for the placement. They also completed a Module on Internship and participated in School Seminars and cultural evenings using the host country language. Beneficiaries also used a web-based IT platform called WebCT as a virtual classroom while on placement.

Follow-up activities included a Culinary Arts Fat Duck Showcase where all students had an opportunity to participate in a three day workshop. A major Culinary Workshop linking Le Mas Candille in Nice with Lycee Hotelier et de Tourism de Biarritz was also held to exchange professional and cultural research.

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The DIT Living and Learning Through Mobility Programme

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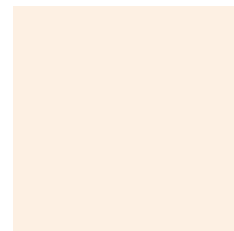
Quality Aspects

DIT is fully committed to expanding and developing a European wide network of experts and professionals to provide a community of best-practice. Beneficiaries gained a wealth of experience supported by a secure safety net of committed partners, industry mentors, tutors and innovative use of technology.

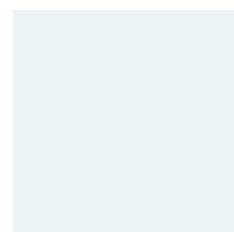
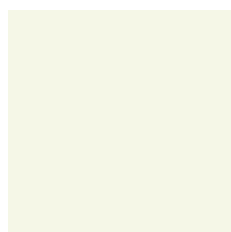
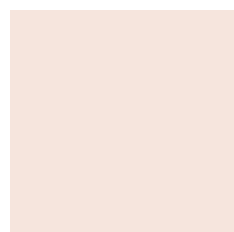
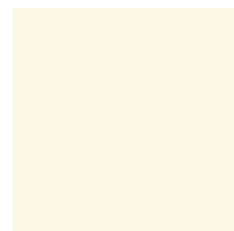
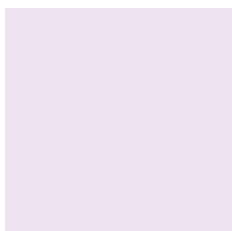
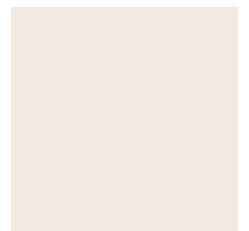
Involvement in the programme has changed the focus of how DIT delivers training. The focus is now on the trainee developing and expanding upon problem solving based learning and is therefore more reflective of real life work scenarios. Professional best practice in the host country experienced by the beneficiaries is being discussed and analysed in the laboratory in college as an integral part of their continuing education. Since this initial project, the international internship programme has gained accreditation and the placement abroad is now awarded five European credit transfer credits. As a result of involvement in Leonardo, International Internship is being included in all new courses developed by the School of Culinary Arts and Food Technology. Cultural, linguistic and technical elements have subsequently been integrated into the BA. In addition, potential internship beneficiaries are tutored through a five-month problem based learning programme to prepare them for their international internship. The programme includes a kitchen and restaurant training element to be complemented by confidence building and assertiveness training in the future.

DIT has been approached by the Irish Government to involve students in a government-sponsored Community Learning Project to disseminate information about the BA and the international internship to potential participants. The project now has local and regional foundations and has become integrated into Community Learning.

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Young Workers and Graduates





Professional Training in Aquaculture 2

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Country	Belgium	Number of Project	B/03/PL-144.370
Promoter	INVE TECHNOLOGIES NV Hoogveld 93 9200 Dendermonde	Partnership	Caditec, ES Maricoltura di Rosignano Solvay, IT Plagton Ltd, GR Universidade do Algarve, PT Viveiro Vilanova SA, PT
Homepage	www.inve.be		
Contact Person	Karen Curé		
E-Mail	k.cure@inve.be		

Project Summary

The aim of the project was to bring recently graduated Flemish people into contact with European fish hatcheries or marine institutes and thus to mix different disciplines (biology, environmental sciences, bio-technology etc.) with the rather unknown aquaculture business. In total 18 (nine men, nine women) participants took part in the project. The selection took place after an information session, which was organised by the coordinator and in which recently returned participants gave presentations and practical information. The focus was put on the type of work (manual work, hands in the water, weekend work), so the candidates knew what they could expect. After the information session they had to fill in a form in which they had to explain their motivation. This was sent to the host partners who selected the participants. The beneficiaries received a technical, social and language pre-training. After this they travelled individually to the host country. All placements had a duration between six and eight months and took place during the fish breeding season from October to May. All 18 participants were satisfied with the training. For most of them it was a first acquaintance with the sector of aquaculture. Almost all of them claimed to have gained working experience which was validated with a Europass certificate, fluent knowledge of the local language (Spanish, Italian, Portuguese or Greek) and technical knowledge. Some of them received a temporal contract in the same hatchery as a direct result of the placement.

Quality Aspects

During the information and selection process the promoter was very honest to the potential participants: non-academic jobs with much hand-labour in wet conditions and unusual working hours.

Most participants took a language course on individual basis before departure. Cultural pre-training comprised discussions, a course by an external office, role-playing and finally contact with the person who visits the place of the host organisation on regular basis. Technical training was organised at the University of Ghent, where the selected candidates without notion of any aquaculture techniques were working for one or two weeks in a laboratory. Twelve out of the eighteen participants had no theoretical background about aquaculture before the training started. After the placement they all managed to carry out the usual technical work required in a normal hatchery operation. Technical skills and interest in aquaculture increased considerably so that two participants were given a permanent contract and two a temporary contract by the hosting organisation. At institutional level, the mobility programme enabled a closer contact between the coordinator and the partners because of the participants. Last but not least, the mobility project promoted the image of the coordinator while the field of aquaculture was promoted to recent graduates. Thanks to the project, the participants learned the practical side of the aquacultural business and although this industry struggles with many problems, the participants got much respect for the people working in this sector and got very much interested in the industry.

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EU-Team Leader

Country	Germany	Number of Project	D/2003/PL/01331
Promotor	Schule für Farbe und Gestaltung, Stuttgart	Partnership	Comune di Ponsacco, IT
Contact Person	Volker Ebendt		
E-Mail	Schule@FarbeGestaltung.de		

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Project Summary

The overall objective of the project was to respond to the needs for qualified employees – particularly in those sectors of building protection and design of buildings which are related to craftsmanship. At building sites executives with cultural, linguistic and professional knowledge are needed. Additionally the must be able to instruct their co-workers of different nationalities reliably and to take into account cultural dissimilarity.

The scheme of instruction and further training, which was developed by the company ARTA-Kraft Malerwerkstätten GmbH Stuttgart in cooperation with Schule für Farbe und Gestaltung Stuttgart (SFG,) aimed to provide young executives with the opportunity to prepare for their function as team and project leaders in their future professional occupation. The complete training lasts for four years. After their professional certificate the trainees take part in a continuing training course which includes a three-month placement in Italy. In 2003 ARTA-Kraft and SFG sent two young qualified painters and two graduates of Fachschule für Gestaltung (technical college for design) abroad.

The project "EU- Team Leader" has been prepared and implemented in cooperation with the municipality of Ponsacco, Italy. They combine the professional and social objectives through the mutual restoration of "Palazzo Valli", which is owned by the municipality. The German partners and the municipality of Ponsacco have agreed contractually to convert the premises to a European Site for Vocational Training (CENTRO INTERCULTURALE VALLI). ARTA-Kraft, SFG and the municipality of Ponsacco agreed on a contract about the mutual utilisation of CENTRO INTERCULTURALE VALLI as a European Site for Vocational Training.

Quality Aspects

The project is incorporated in a medium and long term strategy of all partner organisations concerning the European site for vocational training CENTRO INTERCULTURALE VALLI. The duties of the municipality of Ponsacco are

- to make rooms available for vocational courses and exhibitions,
- to organise further vocational training courses in cooperation with partners from Italy,
- to arrange language courses,
- to implement Leonardo-da-Vinci projects,
- to arrange traineeships for young employees from Germany and other European states,
- to provide lodging of participants in CENTRO INTERCULTURALE VALLI.

The duties of the German partners are

- selection and placement of young employees for practical trainings in Ponsacco,
- preparation of the employees chosen for those practical trainings,
- development of curricula for periods of vocational training in an European context in cooperation with the responsible body in Ponsacco,
- placement of young employees from Ponsacco in schools and companies in Stuttgart and Ludwigsburg,
- promotion of exhibitions, courses, etc. in CENTRO INTERCULTURALE VALLI.

Kraft painter's company has incorporated the project "EU- Team Leader" into their training programme as an additional qualification for the senior management level. This example shows new approaches concerning how trades can become a genuine alternative in the occupational choice of teenagers. Finally, for small and medium-sized companies this renewed attractiveness means quality assurance at a high standard and therefore the possibility to survive competition. At Kraft painter's company, the beneficiary will be integrated into the intra-enterprise hierarchy as team leader.

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Country	Finland	Number of Project	FI 03-A-EX-50-d
Promoter	Espoo Institute of Business	Partnership	Dudley College of Technology, UK
Homepage	http://community.eun.org		
Contact Person	Ms Leena Nummelin		
E-Mail	leena.nummelin@omnia.fi		

Project Summary

The "QAAN – Qualitative Assessment and NVQ's in Practice" project was aimed at training the staff of the Espoo Institute of Business for skills demonstrations, improving the skills of teachers and trainers in qualitative assessment of learning outcomes and learning the best practices of the British NVQ system (National Vocational Qualifications).

In 2003 qualitative assessment was required by the Finnish National Board of Education (NBE) as the only assessment method. For teachers it was difficult to learn the new assessment methods. The NVQ's had been implemented in the UK for ten years.

Espoo Institute of Business sent five persons to the UK and Dudley College sent six to Finland. The duration of the exchange was one week. The possibility to participate was advertised in info bulletins with selection criteria. Teachers had to write their European CV in English, justify in English why they should be selected and answer some questions related to NVQ's and qualitative assessment in English to give an idea of their ability to communicate in the required language.

The programme consisted of company visits to see how assessment was carried out in real work places, discussions with staff about assessment practices and documentation, visits to classrooms and interviews with students and NVQ trainees. The content of the visits also included elements that were of interest to both parties: curricula, assessment criteria, documentation, implementation, arrangements, company relations and foreign business culture as well as sharing problems and practices with colleagues.

Quality Aspects

QAAN is a good example of a LEONARDO DA VINCI project, which supports national and European targets in validation of non-formal and informal learning. The preparation of assessment criteria for skills demonstrations has been on the national agenda since 2000. This project was an important one to achieve this goal. The project also further developed and made use of a previous ESF funded project by utilising the knowledge of the Finnish competence-based qualifications for adults and skills demonstrations criteria for the young.

The most important result of the project is the knowledge of criteria based assessment (qualitative assessment), which has been transferred into the national assessment criteria of skills demonstrations, (to be implemented in Finland in 2005/2006) and the assessment skills of the teachers in their everyday work.

Each participant wrote a report after his/her return and described the experience to their colleagues at home. The reports were placed on the intranet for other staff to read.

Mobility project QAAN has highly increased the teachers' ability to assess student learning outcomes at international work placements abroad as well as at home. The result at the institutional level is the impact on the quality of assessment skills of teaching staff and increased expertise. Involvement of industry representatives in the process of writing curricula was seen as good practice. The knowledge is now embedded in the curricula of Espoo Institute of Business in the course descriptions and in the joint curriculum of the owner of Espoo Institute of Business.



Improving Professional Skills of Young Nurses

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Country	Hungary	Number of Project	HU/03/PL/304
Promotor	Hospital of Bács-Kiskun Country's Local Government	Partnership	Skive Sygehus, Skive, DK Kreisklinikum Schwarzwald-Baar GmbH, Donaueschingen, DE Földi Klinik, Hinterzarten, DE
Contact Person	Mrs Jakabné ENGERT		
E-Mail	engertnezs@kmk.hu		

Project Summary

The project enabled 20 nurses and medical assistants to spend an eight-week-long placement in hospitals in Denmark and Germany. The aim of the project was to develop their professional- and language skills. The selection of the beneficiaries was based on their professional- and general English knowledge. After selecting the 20 beneficiaries, their individual research plan, including professional tasks was set up. Before departure a preparatory language course was organized for all the beneficiaries. The participants followed each other in eight-week shifts. During the placement the nurses learned the process of nursing, carried out duties with the help of their assigned tutor and studied the training system of the partner hospital. The promoter made monitoring visits to all partner hospitals during the placement period. As a result of the placements the beneficiaries obtained new knowledge in their special fields, experienced the nursing culture of the host country and their linguistic skills significantly improved. The project increased the satisfaction of the employees. Several methods learnt during the placement have been applied in the sending hospital. The co-operation with the partner hospitals has strengthened. The results of the project were evaluated at the closing conference in Hungary, where the representatives of all partners were invited. The conference also provided a chance for the beneficiaries to present their experience to a greater professional public.

Quality Aspects

The preparation of the beneficiaries was emphasized. Besides the compulsory Language Preparation Course, the Danish Cultural Institute in Hungary held a Cultural Preparation Course for those going to Denmark. The host organisations highly appreciated the professional preparation of the beneficiaries.

The partner hospitals assigned tutors, who guided the work of the beneficiaries as set in the individual training plans, thus ensuring the success of the placements. Each hospital assigned a responsible coordinator for the program who organized, prepared and monitored the beneficiaries and kept contact with the partners. During the monitoring visits conducted by the sending hospital, the outcomes of the placements were summarized, the project evaluated and its professional, linguistic and cultural advantages discussed.

Each beneficiary received a certificate and an individual evaluation from his/her host organisation.

Those beneficiaries who participated in a further training course in Hungary, received credit points for the placement period. The training institution accepted their placements as a part of the compulsory practice period.

As a result of the project a German Basic Nursing Course was introduced in the Hungarian hospital, which not only enhanced the training of the nurses in the promoter organisation but also ensured a long term co-operation with the German partner.

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Training of KUM Graduates according to EU Directives and the Needs of the Lithuanian Labour Market

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Country	Lithuania	Number of Project	LT/03/PL/3/0564
Promoter	Kaunas University of Medicine	Partnership	Lithuanian Union of Doctors, LT Universitätsklinikum Schleswig-Holstein, DE Otto-Von-Guericke universität Magdeburg, DE Aarhus University Hospital, DK Gent University Hospital, BE
Homepage	www.kmu.lt		
Contact Person	Vilma Silkauskaite		
E-Mail	svilmai@hotmail.com		

Project Summary

The aim of the project was to train specialists of some narrow medical fields according to the requirements of the EU and meeting the changing needs of the Lithuanian medical labour market.

The project gave five young doctors of gastroenterology and related disciplines an opportunity to conduct a 14 weeks placement in the departments of genetics and liver diseases of the best Belgian, Danish and German medical university hospitals.

Participants of the project were carefully selected according to their motivation, foreign language and professional skills. Both sending and receiving organisations prepared the programmes of the internships according to the needs of the beneficiaries and the recommendations of the European Union Council of Medicine Specialists in close co-operation.

The project heavily focused on liver transplantations and after more than two years the Clinics of Kaunas University of Medicine have successfully performed a liver transplantation surgery. The patient is followed up by a young doctor who gained specific experience in Gent during this project. Some few new investigative methods for hepatology patients were introduced in the university hospital as a consequence of the project. After the project syllabi for postgraduate studies are being reviewed subject to the requirements of the Lithuanian Centre for Quality Assessment in Higher Education, quite a number of new seminars, lectures on the latest achievements and standards in hepatology, transplantation, genetics have been included in the syllabus for gastroenterology. Moreover, all this experience is spread more widely – to Lithuania's entire medical personnel during the training courses run by CKUM.

Quality Aspects

The project is one of the best examples how transnational mobility and transnational co-operation can influence personal, scientific and institutional development minimising differences between old and new EU countries.

The participants in this project singled out two main aspects: a special professional advantage – excellent conditions for theoretical and practical vocational training were created; all project participants together with their partners launched or plan to launch joint scientific projects. Upon returning home they have constantly applied all practical experience gained in their everyday work. Personal advantage is as well obvious: the participants' confidence has increased, they are generating plenty of new ideas and want to improve, they have broadened their foreign language knowledge or learned a new one, and they have established many new relationships with their colleagues. All beneficiaries got recognised certificates from the Lithuanian Union of Doctors.

Working in the best European scientific teams during this project gave a start for new long lasting projects. Some results of this project were already presented together with the partners in European congresses and European postgraduate courses.

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published & designed by: _____

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The descriptions of projects have been contributed by the National Agencies of the respective countries.

This compendium has been produced with the support of the European Community. The content does not necessarily reflect the position of the European Community, nor does it involve any responsibility on the part of the European Community.

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