



Erasmus+



# ACT FOR CAREERS

Erasmus+ Strategic Partnership  
Better Employability Opportunities for All

August 2017

**What We Have Done - What Was Achieved**  
Observations, Conclusions, Recommendations



GLASGOW  
THE HAGUE  
NUREMBERG





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Better Employability Opportunities for All

Funded by the European Union  
2014-1-DE04-KA200-001127



To the Reader,

This conclusion is summarising three years of exciting partnership between Glasgow, Nuremberg, and the extra-partner, The Hague. During these three years, a considerable number of exchanges on different levels took place. Many new projects of cooperation have been established, moreover, many friendships have been formed and strengthened.

The focus of this strategic Erasmus Plus 'Act for Careers' project was to identify interesting practice and ideas for better employability opportunities for all young people. It aimed at finding out how to improve the skills and chances of our next generation not only for employment but more importantly for full participation.

The results are very positive: Our project indicates that Erasmus Plus KA2 strategic partnerships can include local consortia between local, regional and national authorities and schools to improve the educational offer for young people. It demonstrates that the cross-section approach is very helpful if not necessary to understand the respective systems and to assess realistic opportunities and systematic limitations for the transfer of approaches and methods.

Only a deepened understanding of our partners' work and intensive reflection of our own system can provide a solid basis for the establishment of strong networks and for sustained collaboration. In our case, the project went from strength to strength. Our Journal 'Act for Careers No 5' presents the considerable numbers of follow-up projects in detail. Secondary schools, extra-curricular Support and Transition Management and Colleges and Vocational schools were involved. The project demonstrates the unique value of the European Right of freedom of movement and the achievements through exchanges and transfer. It shows that working together means great gain for all involved. It also proves that exchanges and learning can combine interesting work experience with lasting friendship, mutual trust and shared values.

What remains after three years of collaboration are the many newly initiated projects and students' exchanges. The project partnership had the added potential impact of strengthening the educational links and outcomes within the framework of Glasgow and Nuremberg's twinning activities. However, deep insights and results are not restricted to our particular partnership. We want to share our work as a contribution to the much more extensive European discussion of how to meet the EU 2020 target to reduce Youth Unemployment effectively.

Lesley Atkins

Dr. Hans-Dieter Metzger



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# What we have done, and what was achieved

## Observations, Conclusions, Recommendations

Our discussions greatly profited from inviting people from outside the project to give us a wider perspective and avoid a closed-shop-mentality. We have to thank greatly Education Scotland and the Education Services of the City of The Hague, Netherlands, to have shared their experience and expertise.

One of the main aims of strategic partnership is to make people aware of the success of the European Programmes in behalf of progress and equity. In the final conferences, held in Glasgow and Nuremberg, we addressed the public and were able to attract an audience of over 300 people. In addition to our final conferences, we organised forums with 30 to 40 participants from all quarters of the Education Services to join in and comment on our exchanges and insights.

All intellectual outputs are available in print, but also as downloads on our English and German websites. It is hoped that these documents will be favorably received and add to the European discussion about how best to combat Young Unemployment and to support vocational qualifications. This should also meet the employability agreement of the Member States in form of the Youth Guarantee.

Nevertheless, that is not all. As the contributions below witness, the project has triggered multi-levelled collaboration. This evidences the added value of our partnership and therefore the overall success of the project. The various outputs cover both present and future, because of their direct relevance for our young people. They made it possible for students of all types of schools to experience the fascination of international exchange.

Some like the collaboration of the Nuremberg Fashion Schools and the Vocational School for Child-care had started before September 2014. However, by joining forces in our Erasmus Plus-project, these, too, acquired more strength and public recognition. Most importantly, international exchanges received for the first time full official backing. Due to this, international education is no more seen as a playground for the individual teacher and his class but as a central element of the curriculum and the school's development plan. As for example, the Fashion Schools' ceremony of handing-out the Euro Pass document emerged from being an informal and solely internal act to a formal occasion for all participants from Nuremberg Vocational Schools that are involved in international exchange programmes. The festive event, chaired by the Principal Director of Vocational Education, was very ceremonial and received much acclaim. Attention rose to citywide public notice and drew well-deserved attentiveness to the EU's non-formal skills certificate.



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Other projects were set up for the first time. For example the exchange of young apprentices in the professional field of beauty and hairdressing between Vocational School 9, Nuremberg, and Glasgow's Kelvin College, took place in May 2017. Another example was the opportunity offered to students of business administration, studying at Vocational School 9 and Kelvin College, which happened in the early spring. As the reports below points out, precondition for a successful operation hinges on personal engagement of headmaster and leading staff, sound preparation and the critical monitoring of the results. Because of the outstanding success, a similar project for apprentices and students in tourist administration is considered. LochendOur discussions greatly profited from inviting people from outside the project to give us a wider perceptive and avoid a closed-shop-mentality. We have to thank greatly Education Scotland and the Education Services of the City of The Hague, Netherlands, to have shared their experience and expertise.

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On the structural level, alliances were formed between the Employability and Skills Partnership Team, Glasgow, and SCHLAU Übergangsmanagement Nürnberg. Expert discussion and job shadowing have been most beneficial to both institutions. Glasgow took over several elements of Nuremberg's approach and methods, whereas Nuremberg highly profited from the colleagues' special programmes for social and personal skill development of young people. Both institutions have officially agreed in continuing this highly commendable partnership. Regular contacts have been arranged; visiting programmes for the exchange of expert knowledge will be at least once a year.

Another expert exchange project was set up to inform and exchange views on one of the most pressing challenges of our time, namely, how to best qualify refugees and asylum seekers. The result of the exchange was being introduced and presented to the wider public in one of the workshops of the 'Act for Careers' final conference in Glasgow.

The experience of effective and trusting partnership produced another future-oriented initiative: a consortium of partners from Nuremberg, Glasgow and Innsbruck successfully developed an application for a strategic partnership on digitalisation in schools. Sound knowledge in how to critical use media and IT will definitely support employability opportunities for our next generation. Bringing together the relevant decision-makers from three European cities and universities to exchange good practices will build a foundation to develop curricular models for teacher education in all stages and enable effective decision-making on how to implement ICT infrastructure in schools.

Employability is linked to responsible citizenship and therefore democratic learning. Learning about

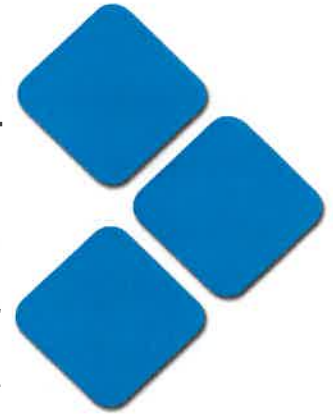


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the history and current structure of the partner cities has been one of the corner stones of the exchange. The importance of democratic learning finds expression in another exchange project named 'Brushes of War'. Kelvingrove Museum, Glasgow, the Documentation Center Reichsparteitagsgelände, Nuremberg, and the Museum of Sarajevo have agreed on a joint venture to commemorate the end of the Great War. In 2018, parallel exhibitions will be presented in the three cities and draw attention to the atrocities of war, the sufferings of the common soldiers, and the idea of a united Europe to overcome the hubris of national pride and blinkered attitude of 'my country first'. The exhibitions will be accompanied by educational programmes and classroom activities. Furthermore, the prominence of the project is being reflected in consequence that international education is promulgated to be standard element for all municipal schools by the Education Services of the City of Nuremberg.

Finally, yet most importantly, this 'Act for Careers'-project is greatly honored by the fact that official of letters for further collaboration are going to be exchanged between the Lord Mayor of Nuremberg, Dr. Ulrich Maly, and the Lord Provost of Glasgow, Eva Bolander. This act of mutual understanding will put the topics of employability, inclusion of special needs young people, integration of New Arrivals and Asylum seekers and international learning high on the agenda of both cities. It is expected that with the dispatch of official notes future strategic cooperation between Glasgow and Nuremberg will be secured, for the best of our young people, our citizens, and the vividness of the European idea.



## Conclusions and Recommendations

### Partners

- Both Glasgow and Nuremberg view this project as a great success. However, it may not be concealed that a considerable amount of time and effort has been invested. That is why we advise a careful assessment about whether the necessary resources are available, before starting such an ambitious project.
- This advice bears consequences on the choice of the right partner. It seems advisable to look for counterparts that are able and willing to act on eye level. For Glasgow and Nuremberg, this was the case in an exemplary way. Both cities have about the same number of citizens. Both cities have experienced a structural change from an industrial past to a more or less modern service society. Both cities provide excellent learning opportunities and have excellent experts to run such a project.
- The City of The Hague proofed to be another excellent partner and added greatly to our insights by sharing their expertise and the strategies of the exemplary project 'Spirit4You' and the intriguing presentation 'Young people with a learning difficulty also want to play a role'.
- In addition to structures, partners must be able to show mutual respect. In the case of Glasgow, The Hague and Nuremberg, this was an easy task, because respect and growing friendship went together.



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- Generally spoken, however, it is advisable to bear in mind the warning of Erasmus as given in his Colloquua Familiaria: 'Beware of Weed in the Garden!' With other words: It is advisable to put trust only in partners that have proofed their capability for collaboration before. Nuremberg and Glasgow are proud to look back on a history of 50 years of successful partnership. This project adds to this partnership and extends collaboration to education and more especially to transition from school to work.
- Partners have to agree on the topic as one of top priority. In this case, Glasgow, The Hague and Nuremberg unanimously identified Employability as an officially recognised top political task for their respective communities.

### **Working Process**

- The structure of the process should be clear from the very beginning to the end.
- The main topic should be consequently followed and always visible.
- The working group should show consistency in its personnel as far as possible.
- In addition to the inner expert group, deciders in the political and administrative field need to be informed and involved. Sustained success cannot be achieved without the backing of political leaders and heads of administration. Access has to be established before starting the project.
- One has to allow to a momentum of its own. By drawing in deciders and allowing a wider scope, many additional projects may be initiated. Related topics like inclusion or democratic learning will add to the output to the benefit of the central theme, to provide better employability opportunities for all.
- The elaboration of intellectual outputs should be spread evenly over the whole time of the project. Some potholes at the beginning of our project made us behind schedule. Getting back on course was only possible by partners sticking closely together and being ready to give one's best.
- Delays stem from, as in our case, external facts. For instance, election rallies may prompt delays and consume time. Therefore, a certain flexibility has to be allowed in the milestone plan.

### **Output and Sustainability of 'Act for Careers'**

- Glasgow and Nuremberg are proud to present their proceedings, results and recommendation, documented in the five journals 'Act for Careers. Better Employability Opportunities for All'.
- The successive publication of results added to the power of the project.
- It is important to pay less attention to dissimilarities, but to



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look for converging lines. Though there are differences in system and structure, both Glasgow and Nuremberg identified individualisation, heteronomy, diversity, inclusion, high quality vocational education, and the need to support young people from deprived background as common ground and targets for future collaborative action.

- Both partners came to regard the use of job shadowing not only highly commendable to create an idea of what is practicable for transfer, but as the necessary basis for a structured transfer. In our case, job shadowing drew together relevant experts and produced proofed insights.
- Additional projects as – in our case – a number of expert and students exchanges (Erasmus Plus Key action 1) are highly beneficial to students. In addition, teachers, social workers and deciders involved get know each other. Personal contact and established trust add to the strength of the overall collaboration and enhance a sustained success.
- However, continued action and collaboration hinge on the support of political deciders and the future provision of resources. Official recognition is an invaluable asset on the future. We have to thank Dr. Klemens Gsell, Mayor of Nuremberg, and David McClelland, Director of Education Services, City of Glasgow, for their continued support. Both have been members of the delegations.
- The European idea of a Right to fair labor was fundamental to our project. Partners are convinced that everyone has the right to work, to free choice of employment, to just and favorable conditions of work and to protection against unemployment. They agree that everyone, without any discrimination, has the right to equal pay for equal work and to just and favorable remuneration ensuring for himself and his family an existence worthy of human dignity. Consequently, we came to agree that support of employability is an indispensable aspect of general education.
- More precisely, transition management from school to work is to be regarded as a standard element of education. Students should be entitled to receive professional support to master this decisive threshold.
- Best proof of success of 'Act for Careers' is the deliberate will of the partners to continue cooperation. Letters of collaboration, exchanged between Lord Provost and Lord Mayor of our cities, i.e. on the highest political level, will provide the solid basis for innovative and sustained progress to the benefit of our young people and our communities.
- It deems necessary – as has been done in this project – to present the results to the public. Though the effectiveness is hard to assess, it cannot be doubted that in Glasgow's and Nuremberg's educational institutions as indeed to the wider public the concepts of the European Qualification Frame, Erasmus Plus, Youth Guarantee, and EuroPass are today better known than three years before. It is hoped that the results of this ErasmusPlus project 'Act for Careers' will be generously received as a helpful contribution to 'Better Employability Opportunities for All' for the young people throughout Europe.



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## Erasmus+ Strategic Partnership

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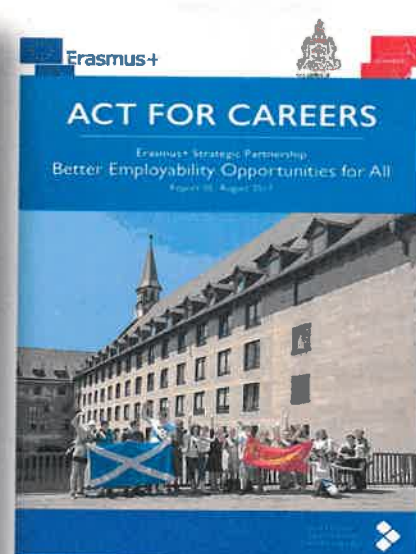
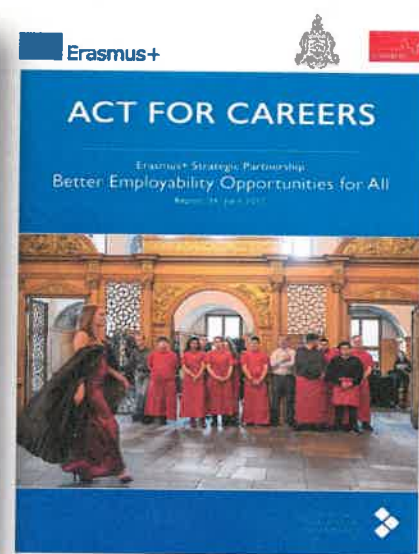
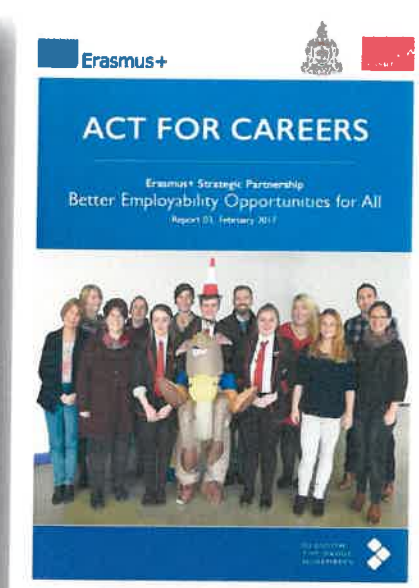
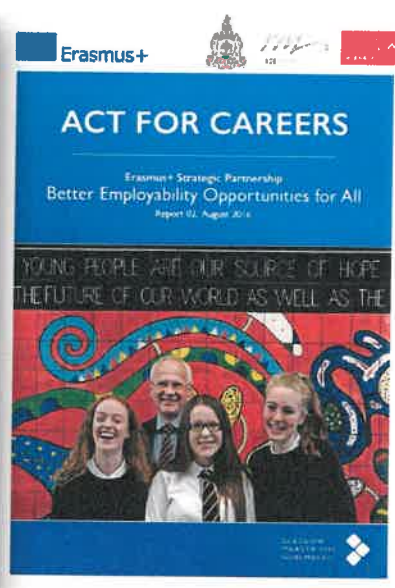
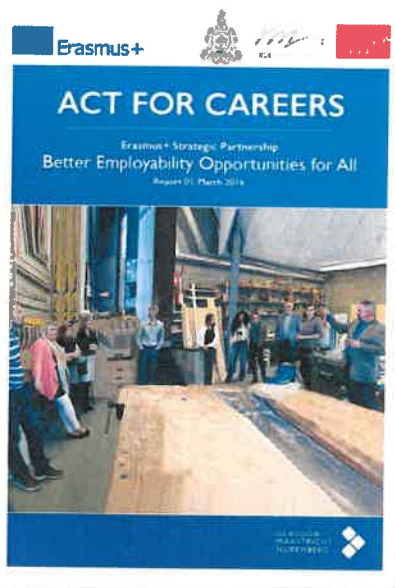
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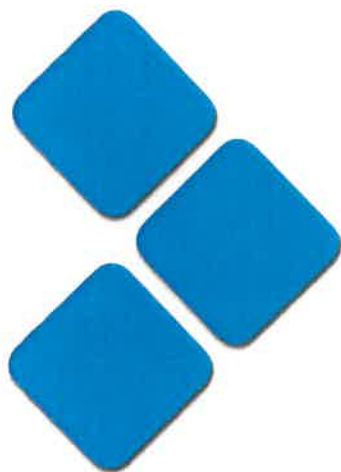
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