Call for proposal – development of a Competence Framework for Staff Training Courses in the frame of KMST

About the Knowledge Management Staff Training (KMST)

The Knowledge Management and Staff Training (KMST) framework for the network of National Agencies (NAs) started around 2003, taking the format of very targeted and specific courses, generally connected to an action and type of projects of the European youth programmes. Throughout the years, it has evolved to form a wider offer of 'Staff Training', which became the structured 'Knowledge Management and Staff Training' in use today.

The **purpose of KMST** is to support and co-organise the capacity of National Agencies in the field of youth to use strategically the Erasmus+: Youth in Action (E+: YiA) and the European Solidarity Corps programmes in reaching European and national youth policy objectives in a cohesive and consistent way.

To do so and amongst other things, the KMST:

- Offers initiatives for NAs staff to develop their competences (attitudes, knowledge and skills) through trainings and other learning opportunities.

- Responds to any emerging needs in the implementation of the programme, organises or adjusts training offers accordingly, and support host NAs in preparing and implementing those offers.

- Enhance a coherent, Europe-wide understanding and implementation of E+/ESC.

- Supports knowledge management within the network of NAs.

The above-mentioned points connect to two main areas of work: **capacity building and knowledge management**, supported by *quality guidelines for implementation of NA staff trainings / events* (which serve to monitor and fine-tune existing and future training and learning offers).

Background and rationale

In **2014**, the KMST Working Group elaborated a **document defining the main competence areas for the staff of NAs**. This document consisted in an XLS form, connecting each of these competence areas to the different staff training offers and to what specific expected learning outcomes the courses could support. The 'Newcomers training' was the first course to use this competence framework and even though it did not lead to a further competence-based approach, that course still connects today to some of these areas. The experience has shown that this did **not only support the participants to connect to their roles, function and the competences needed, but also to frame their learning and reflect upon it accordingly**, individually or through

peer support. Nonetheless and with the launch of Erasmus+ and the technical challenges connected to the online tools, it appeared rather complex to embark on a full competence-based approach at that time.

Today, we can observe that **several NAs do have a competence framework or at least, a set of core competence areas or criteria that they use for recruitment and professional development processes**. Others connect their framework to **team building, monitoring and evaluation**, or even to a system of **peer support and feedback** process.

Recent developments in other areas such as the **Eurodesk's Mobility Advisor Competence Framework** (2018) or the **ETS competence model for youth workers** (2016) and for **trainers** (2014) have shed light on the relevance to use such types of frameworks to support more thorough, structured, systemic and assessable competence development systems and processes.

Hence, this call is about **retaking in 2020 the process of developing a tailored Competence Framework for the KMST**.

> More precisely, the **purpose** of such framework is to **support the learning of NA staff from a role perspective** (the role of NAs and of the staff of those NAs) and have a **competence-based approach for the design of staff training courses** currently offered and to be developed. In addition, such framework could also support NA staff to evaluate their learning and competence-development process.

What the **KMST competence framework is not:**
- It is not a tool for Human Resource Management.
- Connected to the previous point: it is not meant to be a tool for recruitment process.
- It is not a tool meant to define a 'must-have' list of competences for every NA staff but rather give a global picture of the competences needed within an NA to perform as desired.

Context

The network of **NAs operates in a continuously evolving/changing environment**, either because of new or revised programmes, or simply because of the needs to adjust their work to new requirements, new tools, new types of organisations and beneficiaries, and of course, to the context they operate in.

Moreover, the network of NAs is composed of a **very wide spectrum of staff having different roles and responsibilities**. In some NAs, the staff is expected to be able to deal with more or less all actions, to a certain level of expertise. In others, the division of roles and tasks is very clearly defined and framed. A KMST Competence Framework needs to fit this reality.

Desired approach and dimensions of a KMST Competence Framework

The KMST Competence Framework should offer a set of competences that connect to **values and attitudes**, supported by **behavioural indicators** (observable indicators). The idea is to **not only define and describe what to do and how to do it, but also *how to be(have)* in a given role and with a given set of tasks**.

The KMST competence framework **will have to focus on what NAs need**, on what is expected from the staff in connection to the mission and roles of the NAs. Even in situations where the teams are clearly defined and separated, the core competences needed are similar. What differs is rather connected to technical competences. This does not mean that every single staff training has to be based on the competence framework, but that it can be used as a reference or a source of inspiration. In that sense, the KMST competence framework needs to be **generic enough** to fit all NAs, but at the same time, it should offer **a layer of depth** that allows extracting the relevant elements in it to adjust them to thematic staff training.

Furthermore, the **turnover of staff** generates a regular recruitment of new staff members, which includes getting the new staff up to speed. Knowledge and experience obtained by staff throughout their years of employment at the NA is in some cases not documented, and hence potentially lost. This means that any competence framework that would be developed today **must not only focus on capacity building, but also take into account the need for knowledge management**. If this does not diminish in any way the focus on a competence-based approach, it should not neglect addressing mechanisms that also support sharing and transferring knowledge (e.g. peer learning and peer support).

Finally, the **KMST Competence Framework needs to address both programmes**: Erasmus+ and the European Solidarity Corps.

The process of the development of the KMST Competence Framework and its implementation is coordinated and supervised by the KMST Working Group. The language that will be used is English.

Profile of applicants and procedure

Eligibility and requirements

- Individual consultants or a group of consultants who decide to join forces to apply together can answer this call. Proposals should share information about the profile of the applicant(s): <u>background and experiences connected to the nature of the tasks and the context of the call</u>.
- Applicants <u>cannot be staff of NAs</u> (employees).
- Proposals have to demonstrate a <u>good knowledge of the Erasmus+ and European Solidarity Corps Programmes and of youth work</u> as a field of work.

- <u>Knowledge of the work of the NAs</u> and prior experience(s) in cooperating with NAs on a staff training level <u>is a plus</u>.
- Proposals have to include:
  - A <u>conceptual approach of the Competence Framework</u>, that takes into account the above-mentioned characteristics and dimensions, and the development process.
  - A list of <u>potential elements and a draft structure</u> of the Competence Framework.
  - Possible <u>connected and/or support tools</u> to take into account.
  - A <u>financial offer</u> for the development of the Competence Framework.

Procedure

- Proposals should be <u>submitted in writing, in English, and by email</u> to gisele@salto-youth.net. Additional support material (links to work products, videos…) can be shared to support the core proposal.
- <u>Deadline to submit the proposals</u>: 15 August 2020. Questions for <u>clarifications only</u> can be made until the 1st of August 2020.
- A <u>shortlist of proposals will be compiled by the 28 August 2020</u> and those applicants will be invited for an online meeting where they will be able to share more about their idea and get feedback from the KMST Working Group.
- The final decision on the selected proposal will be taken around <u>mid-September 2020</u>.
- The work is expected to start in autumn 2020. The overall process needs to be defined together with the consultant(s) and the KMST working group. In general terms, a draft of the competence framework needs to be shared for feedback by the end of 2020. The final product is expected to be finalised in early spring 2021.