

CONTINUOUS VOCATIONAL TRAINING: TRAINING MANAGER

In this study, *training manager* refers to the heads of company training department or of VET providers (including also e-learning providers). Training managers have overall responsibility not only in the running their own units or organizations, but also in the overall business process. This profile includes above all finance, human and technical resources management.

The study identified the following sub-profiles:

- The **in-company training managers** are full-time employees in medium and large companies in private and public sectors. They can be Heads of training or HR departments. Training managers are directly involved in administrative functions. Their core function is to set up the training system and plan of the organization and its placement within the overall strategy. The majority of them has not only responsibility for the training, but can remain still active in coaching and counselling.
- The **training centre director** are people in charge of leading and developing their own organizations. The main functions concern administration and general management, business strategy and marketing, planning of the educational offer, staff recruitment and assessment, coaching and advising. In the case of e-learning services, *e-learning managers* have also to design and develop e-learning/web-courses, to monitor new technological solutions and coordinate e-learning tutors and staff.

Within this context, the grid is a suggestion for a competence framework of the macro-profile *training manager* working in the CVET sector. It identifies competences that are necessary for carrying out these main functions. The grid is divided into 5 macro-areas: Administration, Training, Development, Quality Assurance and Networking. Taking into consideration the EQF framework, each area has been subdivided in: Activities, Knowledge, Skills and Competences. In the framework the main specific competences of sub-profiles are also described.

I ADMINISTRATION

Activities	Knowledge A training manager should know:	Skills A training manager should be able to:	Competences: autonomy and responsibility
<i>Strategy and organization</i>			
develops and plans the educational and training strategy (and the company training system) manages training centre	company strategy and market labour market and training policy legal and organizational frames own companies/organization, strategy, structures, functions and processes general management principles time management project management techniques employment law, health and safety and application of law	give input to develop strategies overview and analyse the organization and its dynamics in a marketing perspective make strategic decisions implement “change culture” define training unit/centre organization organize and manage teams schedule and review activity planning and projects	EQF Level 8: (in-company training manager) (Director of training centre) Responsibility in the whole training or development system . Very high autonomy on a the basis of theoretical and methodological knowledge and creativity in order to correspond to changes environment
<i>Recruitment</i>			
searches for the right persons to implement projects recruits (or participates to) and assesses staff	recruitment criteria and methods	identify and choose recruitment providers or professionals select own staff	EQF Level 7: (in-company training manager) Responsibility in staff recruitment and high autonomy in selecting training providers EQF level 8 (Director of training centre) Full responsibility in the staff recruitment and autonomy in select it
<i>Finances and budget</i>			
prepares and manages training budget	financial and control management principles budgeting principles and tools	elaborate, control budget achievement prepare and writes budget proposals	EQF Level 7: (in-company training manager) Responsibility in preparing the training budget proposal and full autonomy in managing it EQF level 8: (Director of training centre) high responsibility and full autonomy in managing budget
<i>Promotion and marketing</i>			
checks out the market, identifies new market opportunities	marketing principles and tools	identify funds opportunities and develop business communicate with commitment.	EQF Level 8: (Director of training centre) high responsibility and full autonomy in developing marketing and solutions

II TRAINING			
Activities	Knowledge A training manager should know:	Skills A training manager should be able to:	Competences: autonomy and responsibility
<i>Training needs analysis</i>			
checks employees or customers needs	training needs analysis methodology organizational and job analysis	assess training needs of internal clients or customers set up training and development priorities	EQF Level 8: (in-company training manager) (director of training centre) Full responsibility and high autonomy in using needs analysis results in order to plan training offer
<i>Training design</i>			
designs training offer identifies training standards (syllabus, modules, documentation, objectives, assessments criteria, ...)	adult learning principles training design methods learning methodology principles (also work based learning and ict based learning) new training methods	design training programmes prepare training syllabuses and assessments tools select the appropriate ICT based training solutions	EQF level 7-8: (in-company training manager) (director of training centre) Full autonomy. Responsibility in innovation and in up-dating knowledge and competences in management.
<i>Teaching/training</i>			
recruits trainers, tutors and others facilitators guides training-team manages co-operative learning (also through ICT)	assessment principles trainers competence profiles team-building principles	select training staff, also on the market use team building tools manage group dynamics	EQF Level 7-8: (in-company training manager) (Director of training centre) Full autonomy and responsibility in trainers recruitment
<i>Supporting learners and coaching</i>			
coaches trainees or managers provides mediation between different organizational cultures	coaching principles diversity management theories intercultural training theories	guide staff and support people during learning or work process mediate between different cultures	EQF Level 7: (in-company training manager) (Director of training centre) Full responsibility in coaching his own staff and high autonomy in diversity management

Training assessment			
<p>evaluates training courses, training strategies,</p> <p>assesses training results within centre/training department as a whole</p>	<p>training evaluation methodology and tools</p>	<p>set evaluation criteria</p> <p>promote evaluation tools coherent to goals and VET missions</p> <p>evaluate results and implement relevant strategies</p> <p>use satisfaction surveys among customers (i.e. the companies contracting the training service)</p>	<p>EQF Level 7:(in-company training manager) (Director of training centre)</p> <p>Full autonomy and responsibility in setting evaluation criteria and assessing results at a system level</p>

III DEVELOPMENT			
Activities	Knowledge A training manager should know:	Skills A training manager should be able to:	Competences: autonomy and responsibility
Staff development			
<p>plans Human Resources Development</p> <p>designs staff training programmes</p> <p>promotes lifelong learning and development</p> <p>informs staff and trainers on trends in training offers and new entrepreneurial challenges</p>	<p>HRD systems and methods</p> <p>competence approaches and systems</p> <p>organizational and individual learning principles</p> <p>competence evaluation tools</p> <p>team working principles</p> <p>training offers addressed to staff and trainers</p>	<p>identify needs and goals of HRD</p> <p>design development pathways at individual and group level</p> <p>commit leadership and provide direction and motivation</p> <p>supervises training project design and training measures</p> <p>manages, guides, supervises colleagues or training staff</p> <p>evaluate and transfer competences</p> <p>communicate face-to-face/small group, lead or participate to group discussion,</p> <p>work as member of a team</p>	<p>EQF Level 8: (in-company training manager) (Director of training centre)</p> <p>High responsibility in HRM planning and full autonomy in the implementation of internal staff training</p>

<i>Self development</i>			
attends self professional development	new trends in training or learning methods, labour market evolution, sector and/or companies evolution CPD principles	use information tools and data base (mass media, specialized reviews, journals, special events and conferences, web sites, ...) use networking learning opportunities make self-diagnosis and self assessment attend specific courses to improve and update specific skills	EQF Level 7: (in-company training manager) (Director of training centre) Full self responsibility and autonomy in assuring his own CPD

IV QUALITY ASSURANCE			
Activities	Knowledge A training manager should know:	Skills A training manager should be able to:	Competences: autonomy and responsibility
<i>Quality management</i>			
deploys quality functions introduces or applies Q.A. principles in the training services manages relations between Q.A. standards-setting agencies	Q.A. principles for organization and training services Q.A. training tools VET national standards (if there are) educational tools standards (above all for e-learning technologies and services)	define criteria and implement Q.A. system in the training services manage performance of the training centre and staff use Q.A. results to improve training services or organization use quality management in relation to achievement of specific (national, international, ...) standards	EQF Level 7: (in-company training manager) (Director of training centre) High responsibility in assuring training standards and full autonomy in the implementation of monitoring and evaluation system
<i>Quality audit</i>			

evaluates and monitoring training process and results	quality audit tools	design strategies for the assessment of training offer	EQF Level 7: (in-company training manager) (Director of training centre) High responsibility in the assessment of training offer and full autonomy in reporting
assesses and reviews training offer	performance management principles	guide evaluation process in order to improve training offer and trainers quality	
communicates and analyses the results with commitment and stakeholders	training evaluation theory principles and methods	manage training projects effectively verify quality of assessment keep himself up to date about new trends in assessing report evaluation results to commitment (or CEO), customers and other stakeholders	

V ESTABLISHING AND MAINTAINING NETWORKING			
Activities	Knowledge A training manager should know:	Skills A training manager should be able to:	Competences: autonomy and responsibility
<i>Local networking management</i>			
Promotes and manages cooperation at local level with training and labour market actors (local institutions, companies/ organizations, schools and training institutions, Universities, social partners associations, trade unions, professional associations, chambers, employment agency, ..)	main training partners (of company or VET services) relevant local actors of labour and training market	identify relevant partners to develop training projects contact and communicate with local actors and partners collaborate with others actors in preparing proposals of a training projects or activities organize and manage meetings and workshops	EQF Level 7: (in-company training manager) Good responsibility and autonomy in building and maintaining partnership EQF Level 7-8: (Director of training centre) Full responsibility in promoting and facilitating cooperation between training centre and companies; high autonomy in building new relations, also with creativity
<i>External and international networking management</i>			

<p>is involved (as participant, coordinator, project leader, ...) in national or international projects</p>	<p>training institutions and networks at regional, national, international level</p> <p>training programmes and financial opportunities (tender, grant, ...) for cooperation on joint projects on national and/or international basis</p> <p>multicultural approaches to project management</p>	<p>identify opportunities to develop joint training projects</p> <p>be open to cooperate with new partners</p> <p>organize and manage meetings and workshops</p> <p>use transnational project management tools</p> <p>use foreign languages to organize and manage meetings and projects</p>	<p>EQF Level 6-7: (in-company training manager) Good responsibility in proposing a new partnership with a certain autonomy in managing external networks</p> <p>EQF Level 7-8: (Director of training centre) Full responsibility in promoting new partnership; high autonomy in international relations, also with creativity</p>
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