



CEDEFOP

European Centre for the Development
of Vocational Training

EN



Cedefop's visibility in the Member States

Role of Governing Board members

Policy paper

The European Centre for the Development of Vocational Training (Cedefop) is the European Union's reference centre for vocational education and training. We provide information on and analyses of vocational education and training systems, policies, research and practice. Cedefop was established in 1975 by Council Regulation (EEC) No 337/75.

Europe 123, 570 01 Thessaloniki (Pylea), GREECE
PO Box 22427, 551 02 Thessaloniki, GREECE
Tel. +30 2310490111, Fax +30 2310490020
E-mail: info@cedefop.europa.eu
www.cedefop.europa.eu

Christian F. Lettmayr, *Acting Director*
Tarja Riihimäki, *Chair of the Governing Board*

A great deal of additional information on the European Union is available on the Internet.

It can be accessed through the Europa server (<http://europa.eu>).

Cataloguing data can be found at the end of this publication.

Luxembourg:
Publications Office of the European Union, 2011

ISBN 978-92-896-0739-1
DOI 10.2801/93858

(c) European Centre for the Development of Vocational training, 2011.
All rights reserved

Designed by Fotone - Greece
Printed in the European Union



1. Introduction

In 2010, Cedefop's research, analysis and expertise, supported by communication and dissemination activities focusing on the needs of key stakeholders at the European and national levels, achieved a substantial degree of visibility and acknowledgement. The performance indicator 'Policy advice provided to stakeholders' shows that Cedefop was cited 317 times in 88 EU policy documents and it received 21 mandates and assignments (see also Annual Report 2010).

There is also evidence that Cedefop reached a wider public in the Member States: the almost 500 000 visits to Cedefop's Web portal in 2010 represented a 53 % increase compared with 2009. The demand for Cedefop studies and analysis at European level is clear from the approximately 340 000 electronic publications downloaded and the more than 49 000 hard copies shipped, including some 17 500 items distributed at conferences and exhibitions. Concerning the media, in 2010 Cedefop's publications and activities were cited around 580 times in 27 European countries.

Cedefop welcomes the Bureau's proposal to draft and discuss a policy paper on how to involve the Governing Board members more actively in the Centre's communication efforts at national level. The Member States are each represented on Cedefop's Governing Board by three representatives (government, employers and employees). These key

stakeholders at national level are communication multipliers and help to translate and transfer key messages to their national context and to communicate Cedefop's findings to the wider public in the Member States.

2. Communication strategy

Cedefop's general Communication Strategy was published on 30 October 2009. It is based on the Centre's mission, strategic objective and the medium-term priorities, and aims to identify Cedefop's key target groups and optimise communication by tailoring the content and format of information to the needs of those groups.

The Communication Strategy defines the group of strategically important key stakeholders and policy-makers as the European Commission, the European Parliament, the Council of Ministers, senior representatives of national governments, the social partners and specifically Cedefop's Governing Board ⁽¹⁾.

⁽¹⁾ Composition, assignment and area of responsibility of the Governing Board are defined in Cedefop's Founding Regulations.

⁽²⁾ Several articles of Cedefop's Founding Regulation describe the tasks and responsibilities of the Governing Board and Bureau, such as the adoption of the medium-term priorities, the annual work programme, the annual report on the activities and the budget of the Centre.

3. Governing Board members

Specific communication channels (meetings, mailings, virtual community) are set up in order to allow Governing Board members to fulfil their tasks and responsibilities (²). Cedefop ensures that Governing Board members are regularly informed and have easy access to information tailored to their needs.

However, Governing Board members constitute more than a key communication target group: they also act as communication multipliers in the Member States. They play an important role in bringing Cedefop closer to the national media and, last but not least, the citizens.

Bearing in mind the tripartite nature of the Governing Board, a distinction should be drawn between the needs of governments and those of the social partners in terms of raising the visibility of VET and Cedefop. Both groups have very specific organisational structures and face very specific challenges in communicating at the national level.

3.1. Government representatives

In most cases, government representatives in the Governing Board work for ministries of education or employment. They have an economics and/or VET background and are directly involved in policy development or cooperation, both at the European and national levels.

Within their ministries or national VET institutions, they could help Cedefop to reach policy and decision-makers at national level. Contacts with and institutional communication channels to regional and local authorities are also very important, especially in countries where vocational education and training is decentralised.

3.2. **Social Partners – Employer’s and Employee’s Representatives**

The social partners in Cedefop’s Governing Board represent the *umbrella organisations* of trade unions and employers at both the national and European levels. Depending on the national settings, the umbrella organisations’ relations with and channels of communication to the levels below (for example national trade unions and employers’ federations, the social partners’ research institutes, regional chambers, sectoral bodies, etc.) are very specific and are beneficial to ensure an effective participation in the consultation and policymaking process.

Thus, social partner umbrella organisations play an appreciable role as communication multipliers for Cedefop, because they have dealings with the political parties at the Member State level, with the government authorities at the federal state and national levels, they contribute to committees and expert hearings at the national, European and international levels, they represent the employers’ and employees’ interests in the social dialogue and, last but not least, they are opinion-makers also at the level of the general public.

4. Communication channels

Cedefop's external communication activities focus on four channels: the Web portal, publications, the media and events. As part of an integrated communication approach, each channel provides specific information tailored to the needs of the corresponding target groups.

By picking up information provided in the Centre's online activities, publications, events and media work and reinforcing the messages in the individual Member States, Governing Board members could contribute to increasing the visibility of VET and the work of Cedefop at national level.

4.1. **Online activities**

Cedefop's Web portal is an important communication tool within the Centre's broader communication strategy because it is an excellent medium for reaching key target groups and the wider public directly. In close collaboration with Cedefop's Web portal, the ReferNet partner organisations run national ReferNet websites in their countries. Social media are fast growing online platforms for sharing information and opinions, even in professional environments. Cedefop is therefore supplementing its online news services with Facebook and Twitter posts.

The goal of all these activities is to raise Cedefop's visibility in the Member States, reinforcing its impact, building relationships with the key target groups and reaching new audiences.

Governing Board members could:

- contribute national VET- and Cedefop-related content to the ReferNet website in their country;
- include links to Cedefop's Web portal on their national Websites or newsletters;
- follow and comment on Cedefop's activities in social media like www.facebook.com/cedefop or www.twitter.com/cedefop;
- write comments on Cedefop's outcomes and share them with other key target groups in relevant online communities.

4.2. Publications

Cedefop's publications policy supports a shift to impact-driven electronic publications as the standard medium for publishing the Centre's outcomes. Only a limited number of Reference publications are produced in hard-copy format. Working Papers and Research Papers are distributed in electronic format. Cedefop's publications are produced mainly in English; only Briefing Notes, which are targeted at key stakeholders and policy-makers, are available online in six languages.

Governing Board members are encouraged to promote Cedefop's publications in their Member State by:

- using the easy access to the information on Cedefop's Web portal to download the Centre's electronic Working Papers and Research Papers and to re-distribute or print them;
- disseminating Cedefop's Briefing Notes to national stakeholders in one of the available languages or by translating them into the local language;
- ordering hard-copy publications at Cedefop or the EU bookshop free of charge for dissemination to stakeholders and/or distribution at national conferences, workshops or exhibitions;
- licensing free of charge the translation of Cedefop hard-copy or electronic publications into their national language (dissemination for non-commercial purpose only).

4.3. Media relations

Cedefop's media policy is targeted at increasing the European citizens' awareness of Cedefop's mission, major activities and outcomes that have an impact on European policy-making in the field of vocational education and training. The media channels are the national and international press and TV and radio networks; the target groups are individual journalists as well as multipliers such as national and international news agencies.

Members of the Governing Board could also act as media multipliers and help to extend the reach of Cedefop's media messages in the Member States by:

- translating Cedefop press releases, adapting them to their national situation and distributing them on national level;
- writing articles, individually or jointly with a Cedefop expert, about key achievements of Cedefop's analysis/studies in specific fields that represent a key priority at national level;
- identifying media and journalists that cover relevant topics or that are planning special issues on vocational education and training, giving feedback on topics that are particularly relevant in their national context;
- citing Cedefop sources in national publications, in press releases of their organisation and in related press conferences or interviews;
- mentioning that they are a member of Cedefop's Governing Board when giving interviews or when publicising articles (giving a human face to topics that are not always easy to explain to the citizen).

4.4. Conferences and events

Cedefop's events are targeted at providing an expert and independent European perspective, providing a discussion forum for VET policy-makers, the social partners, researchers and practitioners.

Governing Board members are encouraged to:

- participate in Cedefop workshops and conferences and communicate the outcomes back in their home countries;
- present or cite Cedefop research outcomes when invited as to speak or be a panellist at national events (Cedefop can support such presentations by making existing PowerPoint slides available);
- communicate, in presentations and conferences, links to Cedefop's online information resources, such as topic-related electronic Working Papers, Research Papers and Briefing Notes.

Adopted by the Governing Board at its meeting
of 22 June 2011



Tarja Riihimäki
Chair of the Governing Board



CEDEFOP

European Centre for the Development
of Vocational Training

Cedefop's visibility in the Member States

Role of Governing Board members

Policy paper

Luxembourg:
Publications Office of the European Union

2011 – VI, 8 pp. – 10 x 21 cm
ISBN 978-92-896-0739-1
Cat. No: TI-31-11-255-EN-C
Free of charge
No of publication: 8602 EN



CEDEFOP

European Centre for the Development
of Vocational Training

TI-31-11-255-EN-C

Europe 123, 570 01 Thessaloniki (Pylea), GREECE
Postal address: PO Box 22427, 551 02 Thessaloniki, GREECE
Tel. +30 2310490111, Fax +30 2310490020
E-mail: info@cedefop.europa.eu
www.cedefop.europa.eu

8602 EN

Free of charge. On request from Cedefop



Publications Office

ISBN 978-92-896-0739-1



9 789289 607391