STAYMOBIL

2017-1-UK01-KA202-036666

O3 – Recommendations Booklet for Framework and Practice Kit Implementation

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DISCLAIMER

FOREWORD

StayMobil is an Erasmus+ Strategic Partnership project - KA2 Cooperation for innovation and the exchange of good practices. It is implemented in the period of October 2017 - September 2019 by the consortium of six partner organizations from six European countries:

Partner	Country		Organisation
P1	United Kingdom	ET-UK	Europa Training UK
P2	Italy	ESSENIA	Essenia UETP – University and Enterprise Training Partnership s.r.l.
P3	Portugal	A.I.A.M	Associacao Intercultural Amigos da Mobilidade
P4	Bulgaria	ECQ	European Center for Quality
P5	Lithuania	VK	Vilniaus Kolegija
P6	Germany	EVBB	Europaischer Verband Bildungstrager

The overall aim of the StayMobil project is to improve quality assurance in transnational VET mobility through socially responsible behaviour of all VET mobility actors, thus promoting and further developing quality in mobility and sustaining learning outcomes.

In order to achieve this, the project consortium has developed two major intellectual outputs:

- ❑ StayMobil Reference Framework, which sets up a series of quality indicators to assess, monitor and promote quality assurance and sustainability at all stages of VET mobility;
- ❑ StayMobil Practice Kit, which provides a Self-Audit Tool and Progress Portfolio to verify and continuously improve the quality of mobility activities, as well as a Guidance Manual for Implementation, Evaluation and Review facilitating the application of StayMobil Reference Framework by mobility organisers.

Between May and August 2019, the project partners implemented a series of activities and events for testing StayMobil outputs:

- ❑ Internal StayMobil testing in the partner organizations and
- ❑ Evaluation workshops in all partners' countries for testing StayMobil Framework and Practice Kit with project stakeholders.

The results of internal and external testing were summarised in a Compilation Report. This Report described feedback of workshops' participants on StayMobil outputs and briefly outlined good practices and effective strategies for implementing StayMobil approach at organisations involved in VET mobility. The results presented in Compilation Report constitute the basis for the present Recommendations Booklet.

RECOMMENDATIONS BOOKLET: OBJECTIVES AND KEY CONSIDERATIONS

Recommendations Booklet for Framework and Practice Kit Implementation is one of the main outputs of StayMobil project. It is aimed to enhance applicability and facilitate transferability of StayMobil innovative approach to organizations dealing with VET mobility /sending, intermediary & receiving/ in European countries beyond project consortium.

Based on the national testing results of StayMobil outputs in the partners' countries (see Compilation Report), the Recommendations Booklet is focused on:

❑ Good practices of implementing StayMobil Reference Framework and Practice Kit,
❑ Strategies for successful implementation of the Framework and Practice Kit and
❑ Tips for enhancing international transferability of the StayMobil approach to VET mobility actors outside of the project consortium.

It is addressed to VET mobility organisers, who are interested in improving mobility experiences through promotion of social cohesion, financial and environmental sustainability in their actions.

Recommendations Booklet supplements StayMobil Reference Framework and Practice Kit, as it provides guidelines for applying these instruments in practice.

OVERVIEW OF STAYMOBIL FRAMEWORK AND PRACTICE KIT PILOT IMPLEMENTATION AND TESTING

StayMobil Reference Framework and Practice Kit were implemented and tested in the partner organizations (project activity O1-A3) and then introduced to a wider audience of stakeholders at evaluation workshops in all partners' countries (O2-A4). These activities were aimed to:

❑ Validate StayMobil Reference Framework and Practice Kit through their testing with the project stakeholders (inside and outside the partner organizations);
❑ Reflect on usability and added value of the project products in national contexts;
❑ Ensure targeted dissemination and further exploitation of the project results at national level.

Internal testing implied:

❑ Initial quality self-assessment using StayMobil Self-Audit Tool;
❑ Analysis of self-assessment results and development of an action plan for enhancing the organization's performance in terms of social responsibility;
❑ Evaluation of StayMobil testing experience and reporting of the results.

StayMobil internal testing was implemented in six partner institutions from the United Kingdom, Bulgaria, Portugal, Lithuania, Italy and Germany. 11 experts shared their feedback on StayMobil Reference Framework and Practice Kit (see Compilation Report).

Evaluation workshops were organised in all partner countries either as one-day events or individual face-to-face or online working sessions with external stakeholders. In total, partners reached out to 60 external participants representing 52 mobility organizations. The agendas of the workshops with external stakeholders included:

❑ Presentation of the StayMobil Reference Framework and Practice Kit;
❑ Testing of StayMobil outputs with the participants;
❑ Sharing opinions, views and ideas for improvement of organizational performance based on the "testing" experience and results.

The participants in internal and external testing sessions evaluated usability, applicability, transferability and added value of the StayMobil Reference Framework and Practice Kit. They provided their feedback on the developed outputs in evaluation forms. Evaluation results proved that the StayMobil Reference Framework and Practice Kit are effective instruments for improving quality in transnational VET mobility through socially responsible behaviour. StayMobil outputs should be viewed as complimentary to quality assurance approach accepted in organisations involved in transnational VET mobility.

After implementation of testing activities (O1-A3 and O2-A4), the partners summarised good practices and lessons learned, tips and strategies for implementing StayMobil Reference Framework and Practice Kit, suggestions for enhancing transferability of StayMobil products to other organizations dealing with VET mobility /sending, intermediary & receiving/. The recommendations the partners came up with based on their testing experience are provided below in the following sections.

GOOD PRACTICES DOSSIER

This section contains a set of good practices related to implementation of StayMobil Reference Framework and Practice Kit in sending, intermediary and/ or receiving organisations dealing with transnational VET mobility from the partners' countries.

A "**good practice**" can be defined as follows[1]:

> *A good practice is not only a practice that is good, but a practice that has been proven to work well and produce good results, and is therefore recommended as a model. It is a successful experience, which has been tested and validated, in the broad sense, which has been repeated and deserves to be shared so that a greater number of people can adopt it.*

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[1] This conceptual definition of a good practice is taken from Food and Agriculture Organization (FAO) of the UN. URL: http://www.fao.org/docrep/017/ap784e/ap784e.pdf

In the context of StayMobil project, "good practices" reflect successful experiences gained in the process of implementing and testing StayMobil approach. The identified good practices fall into three groups:

❑ Group 1: Reflection on the organisation's performance in the domains of social responsibility;
❑ Group 2: Identification of strengths and weaknesses in implementation of mobilities;
❑ Group 3: Improvement of organisational performance with respect to the StayMobil Framework;
❑ Group 4: Transferability of the StayMobil tools to other mobility organisations.

Group 1: Reflection on the organisation's performance in the domains of social responsibility

Good practice 1
Author: EVBB - Germany
Description: The StayMobil Self-Audit Tool prompted participants in the testing session to think of their organisation's performance in specific subdomains of social responsibility in concrete and measurable terms. The test was an opportunity for them to question themselves about the suitability of introducing specific tools and implementing specific measures within their organisations, as for example providing the learners in mobility with a 24-hour emergency number and adopting a code of ethics well-tailored for their organisation's specific needs. The strengths and weaknesses highlighted by the test were generally consistent with the participants' expectations and intuitive assessment on their organisation, which testifies both the reliability of the self-audit tool's assessment results and the respondents' good insight.

Good practice 2
Author: ESSENIA - Italy
Description: The StayMobil evaluation workshop presented a great opportunity for the participants to gain a better understanding of their organization's performance in terms of Social Responsibility both in the mobility phases and in the mobility activities. The Self-Audit test allowed them to identify precisely their strengths and the areas that needed improvement. The results were useful for conceiving the current situation with regard to Social Responsibility and, as a consequence, for planning improvement actions in underperforming areas and further enhancing the areas in which they had already established strong practices.

Group 2: Identification of strengths and weaknesses in implementation of mobilities

Good practice 3
Author: EVBB - Germany
Description: The Self-Audit test resulted in high scores for all participants in the StayMobil evaluation workshop, but revealed significant gaps between different subdomains of social responsibility. Whereas participating organisations had an excellent assessment in Mentoring, Tutoring, Learning Plan, Personalisation and General Preparation, and in the Evaluation of Achieved Results, they resulted as less performant in the areas of Impact Assessment and Development of Improvement Strategies. During the debate and free exchange of ideas that followed the individual test, participants expressed the view that it would be very important to promote improvements in terms of impact assessment and upgrading strategies. However, they also underscored the intrinsic difficulty of objectively assessing the impact of a mobility, especially in the long term, as well as the limited resources and the organisation's dependency on other external factors within the macrosystem they belong to. In short, it is difficult to check the impact of mobility when the mobility is concluded and independently from other factors external to the mobility itself, as well as to promote improvements without taking into account other factors and involving other actors playing a major role at the post-mobility stage.

Good practice 4
Author: VK - Lithuania
Description: The self-assessment score received by the participants in the StayMobil workshop in Lithuania varied from 86 to 99 points. The majority of the participants, however, did not reach 100% in any core activity. The strengths of the organizations were related to Implementation of Learning Plan, Mentoring & Monitoring, Evaluation of Learning Outcomes. The major weaknesses were related to certification and recognition of learning outcomes, impact assessment. Some organizations indicated as weaknesses: involvement of representatives of receiving/ hosting organizations in the entire process of mobility and personalization of preparation activities and mobility programme as per the individual needs of mobility participants.

Group 3: Improvement of organisational performance with respect to the StayMobil Framework

Good practice 5
Author: EVBB - Germany
Description:
The participants in the evaluation workshops expressed the view that it would be very useful to adopt checklists for assessing their organisation's performances and its improvement on specific parameters following the StayMobil framework. They showed particular interest in the idea of an internal code of ethics and agreed on the suitability of implementing specific measures aimed at reducing the use of paper. They also expressed the willingness to adopt very specific practical measures suggested by the StayMobil questionnaire, like the provision of a 24-hour emergency number to be provided to learners in mobility as integral part of a standardized procedure ensuring high-level security and safety standards.   Another aspect on which participants deemed important to work on in a perspective of improvement is the monitoring of the implementation of measures specifically targeting human rights.   As the impact assessment was evaluated as the least strong area in terms of performance within organisations involved in testing, the need for improvement in this subdomain was also a topic of concern. However, participants expressed the view that the actions within the power of an organisation to promote actual and effective impact of the mobility on personal and professional development is limited and dependant on political decisions and policy guidelines to be taken at a higher level.

Good practice 6
Author: ECQ - Bulgaria
Description:
The analysis of the self-assessment results allowed the participants in the StayMobil evaluation workshop to identify key areas for improvement and plan specific actions to achieve the objective of enhancing the quality of mobilities. Some improvement actions discussed at the event include:

✓ Identifying and managing risks that may occur in the process of implementing a mobility project, incl. planning of prevention or mitigation measures to be taken in certain risk situations (such as aircraft delays, loss of documents, accidents, violations from accommodation rules and training/ work rules etc.).

✓ Developing a Monitoring Plan encompassing all evaluation and monitoring activities that should be carried out during a mobility project, incl. timeline, responsible persons, monitoring methods and tools, reporting and communication of monitoring results.

✓ Elaborating assessment tools and indicators of achievement to measure the impact of

mobility on the participants and on the sending organization.

✓ Preparing a consent form as part of the Partnership Agreements to get mobility participants' agreement to have their personal data collected, recorded, stored and used for the purposes of mobility implementation only (in accordance with the GDPR).

✓ Carrying out regular check-ups of the living and working conditions of the mobility participants and monitoring if the principles of equity and equality are followed and human rights respected.

Good practice 7

Author: ESSENIA - Italy

Description:

The participants in the StayMobil pilot testing reported that they would implement the following measures as a result of the Self-Audit test:

✓ Consult European instruments, guides, frameworks for quality assurance in the transnational mobility programmes;

✓ Review the "StayMobil Reference Framework for Sustainable Transnational VET Mobility" and the other resources deriving from the project;

✓ Analyse in depth the mobility phases and activities in which they had the lowest score in order to identify the procedures, activities and tools to implement/use to improve performance;

✓ Organize internal meetings with the staff involved in management of mobility projects and discuss strengths and weaknesses;

✓ Draft a strategic plan to identify specific objectives, actions, responsible people and dedicated resources to reach the improvement thresholds in the short and mid-term.

Good practice 8

Author: A.I.A.M. - Portugal

Description:

After undertaking the StayMobil Self-Audit test, the participants shared positive feedback about the tool saying it was useful for checking the areas where they could improve. They indicated some improvement actions, such as:

✓ Implement a more methodical approach to management and organization of mobility;

✓ Review existing protocols and adopt new rules and procedures compliant with the indicators of the StayMobil reference framework;

✓ Use mobility evaluation and review tools more often to monitor the progress towards increased Social Responsibility;

✓ Improve monitoring and mentoring tools;

✓ Improve mobility assessment, especially regarding the impact of the mobility on participants and participating organisations;

✓ Use digital tools in all mobility phases;

✓   Establish Impact Assessment strategies and implement Improvement Strategies.

Group 4: Transferability of the StayMobil tools to other mobility organisations

Good practice 9

Author: ECQ - Bulgaria

Description:

The evaluation workshop in Bulgaria involved ten organizations. Eight of them were sending organisations, including six secondary VET schools from all over the country, a regional inspectorate of education and a continuous VET provider. The other two were a foundation and a private company acting as intermediary organisations. All participants confirmed that the self-assessment questionnaire is well-tailored to the activities carried out by both sending and intermediary organizations in the process of implementing mobility projects. The questions constituting the Self-Audit tool helped them to correlate the issues of social responsibility with the mobility phases and activities. And the self-assessment results allowed for gaining a thorough understanding of the organization's performance in different domains of social responsibility and in all four phases of mobility. Environmental aspect of social responsibility appeared to be the most challenging for all participants. And activities in the mobility review phase turned to require most improvement actions.

Good practice 10

Author: EVBB - Germany

Description:

Creating different opportunities to spread the word about the StayMobil framework and their free-access tools would be the first step to be taken to ensure its transferability. Due to its transnational dimension and its grounding in EU's framework(s), it is crucial to involve European networks and agencies dealing with transnational educational programmes in the first place. The design of informal focus groups where organisations could share their experience and join their efforts toward improvement strategies based on the StayMobil framework could also be an asset to promote and disseminate the audit-tool.

Good practice 11

Author: VK - Lithuania

Description:

Disseminating the StayMobil tools to the Nation Agencies of the Erasmus+ programme may have a strong impact on sustainability and further exploitation of the project results.

NAs could potentially act as multiplier agents by recommending the StayMobil outputs to beneficiaries of the Erasmus+ KA1 programme.

Another multiplier agent that could strengthen dissemination and usage of the StayMobil results is the Ministry of Education, the office responsible for vocational education and training. They could reach out to all VET schools in their country (or region) – the primary target group of the StayMobil project.

Good practice 12

Author: ESSENIA - Italy

Description:

The other opportunities for enhancing transferability of the StayMobil outputs are:

- ✓ Organizing face-to-face and virtual meetings with mobility partners and stakeholders at local, national and European level to present the StayMobil tools;
- ✓ Supporting partner organisations working in the field of transnational VET mobility in implementing the StayMobil approach in their practice;
- ✓ Organizing events during which organizations that have been using the StayMobil tools could share their good practices and impact the project products has had on them.

STRATEGY CARDS FOR SUCCESSFUL EMPLOYMENT OF THE FRAMEWORK AND PRACTICE KIT

This section contains a set of strategy cards providing step-by-step practical guidelines, which mobility organizers shall follow in order to successfully implement the project approach in their organisations.

STAYMOBIL

TAKE A CONSENTIENT DECISION TO IMPLEMENT SELF-AUDIT USING STAYMOBIL APPROACH AT YOUR ORGANIZATION

Convince top management of the importance of self-audit and usefulness of its end results!

Motivation and involvement of management would facilitate the entire process of StayMobil implementation: self-audit, development of an action plan, allocation of resources, implementation of planned measures and monitoring of achieved results. Direct participation of high level executives in the evaluation process is crucial for organizations. In quality management their involvement implies setting up and heading a quality committee, formulating and establishing quality policies and objectives, providing resources and training to staff involved in self-audit process, approving the action plan, overseeing its implementation at all levels of the organization, and finally evaluating and revising the policy in light of achieved results. The decision to undertake StayMobil self-audit should be taken and approved by top management. After that, planning process can begin by defining and scheduling further activities.

DEVELOP INTERNAL PROCEDURES FOR SELF-AUDIT

Define all stages and steps of the self-audit process at the planning phase!

Each organization should elaborate its own strategy for implementing StayMobil Framework and Practice Kit (e.g. partial or complete implementation) depending on established quality processes and internal organizational needs.

When developing the self-assessment procedure, management should focus on such questions as: how self-audit can make difference; why it is a priority; how it relates to organization's strategic plan; how it would help improve organizational performance in the area of sustainable development; what would be the timeframe of the self-audit procedure.

As mentioned in the previous strategy card, successful implementation of the Reference Framework for Sustainable Transnational VET Mobility requires clear policy signals from management.

APPOINT A PERSON IN CHARGE OF THE SELF-AUDIT PROCESS

Assign a person who is well aware of the whole process of mobility implementation to lead the self- audit process!

A very important action to be carried out by management at this planning stage is to appoint a person in charge of StayMobil self-audit. It is advisable this person to be well experienced in quality assurance and VET mobility activities within the organisation. Otherwise, results achieved won't be realistic and the self-assessment will fail.

A manager responsible for the self-assessment ("project manager") would lead the self-audit process within a working group.

PLAN COMMUNICATION ACTIVITIES

Disseminate the idea and the vision of StayMobil self-audit among all members of staff within the organization!

To ensure efficiency of StayMobil self-assessment, organisations shall communicate evaluation process internally. The idea of sustainable development, the indicators measuring sustainability of organizations involved in transnational VET mobility, and the instruments for evaluating and improving quality of mobility activities shall be promoted among all staff members.

This will provide administrative and teaching staff, as well as VET learners with a shared understanding of the actions necessary to achieve quality objectives, at the same time motivating them to contribute to sustainable development of organization.

GATHER A TEAM OF EXPERTS TO PARTICIPATE IN THE SELF-AUDIT

Make sure the team is diverse!

The team shall include people from different departments/ different expertise who have extensive experience in transnational VET mobility and a good knowledge of organizational policies and practices, and work closely with VET learners and staff.

The number of team members would depend on the type and size of organisation, management policy, organizational culture, as well as on geographical location and available premises.

The key to successful implementation of StayMobil self-audit is a strong personal commitment and a sense of shared responsibility between management and staff, as collaboration in organisation facilitates teamwork and enhances its effectiveness.

ENSURE A COMMON UNDERSTANDING OF STAYMOBIL APRROACH

Agree on a common methodology for implementation of StayMobil self-audit!

Before undertaking the self-audit test, it is advisable to acquaint with the StayMobil Framework, its structure and main concept, so as to ensure a common understanding of StayMobil instruments among all people that are going to be involved in the self-assessment process. Completing only the questions won't give you the whole picture of what and why you are doing.

All experts shall also acquaint themselves with the Guidance Manual for Implementation, Evaluation and Review which provides a step-by-step guide on how to go through the self-assessment process using the web-based Self-Audit Tool.

Furthermore, it is necessary to ensure access to all internal documents (e.g. organization's strategic plan, quality plan, health and risks plan) as reference points for accurate self-audit.

START THE SELF-ASSESSMENT PROCESS USING THE STAYMOBIL SELF-AUDIT TOOL

Carry out the organisation's first self-assessment using the StayMobil web-based Self-Audit Tool!

Upon filling out of the Self-Audit Tool it will allow your organisation to check the level of performance for each of the 8 core activities corresponding to the 4 phases of VET mobility.

The self-audit results will help your organisation deepen its understanding of the current quality status of their activities.

Evaluate the results of your self-assessment paying specific attention to the areas with lower results.

Consider what actions your organization can undertake to improve its performance in the identified weak areas related to mobility implementation.

PREPARE AND IMPLEMENT THE STAYMOBIL QUALITY IMPROVEMENT ACTION PLAN

Set priorities, formulate quality goals and prepare a plan with measures, budget, dates, deadlines and responsible persons using the StayMobil Quality Improvement Action Plan!

Analyse the phases of mobility where you have scored weakly on the self-audit tool and formulate improvement goals in relation to the areas of underperformance.

The process of identifying improvement actions could be structured in the following way: 1) Gather improvement suggestions in a self-assessment report and group them according to topics; 2) Analyse gathered ideas and areas for improvement, define improvement actions, align them with strategic objectives; 3) Prioritize improvement actions – using different criteria calculate their impact (low, medium, high) in the areas of improvement; 4) Appoint a responsible person for each action, identify expected results, resources and schedule for its implementation.

ANNOUNCE THE RESULTS OF THE IMPROVEMENT ACTIONS WITHIN THE ORGANISATION

Report the extent to which the improvement thresholds are achieved (fully or partially)!

After implementing the actions concurred in the StayMobil Quality Improvement Action Plan ensure these changes have positive effect in all organisation's activities related to VET mobility provision.

Organization's quality assurance goals, assessment results and improvement actions have to be communicated within organization. This would help: 1) receive support of the staff; 2) ensure replicability of improvement actions; 3) initiate good practices in sustainable approach to VET mobility delivery.

Try to get to all interested parties and seek for their feedback and opinion. They could give you useful advices on how to perform better or facilitate the improvement process.

RESTART SELF-EVALUATION PROCESS AFTER A CERTAIN PERIOD OF TIME

Carry out a new self-audit and track your organization's progress in the identified areas for improvement using StayMobil Progress Portfolio!

The Progress Portfolio as part of the Practice Kit creates a record of your organisation's self-assessment results as a best way to track its progress over time. Once registered your organisation is able to access progress information displayed in a graphic format.

It is advisable that your organisation performs self-assessment on the annual basis to monitor its overall performance and the effectiveness of the measures taken. Rules, conditions, laws, technologies, etc. change over time, therefore measures that were effective before may become obsolete. This could easily be monitored through the StayMobil Self-Audit Tool.

In addition, you can review also the StayMobil Sourcebook offering references to existing EU frameworks, tools and initiatives to draw ideas and good practices on how to improve quality assurance and enhance transparency, recognition and quality of competences in VET mobility.

DEVELOP AND APPROVE SUSTAINABILITY STRATEGY AND PROMOTE IT AMONG ALL STAFF MEMBERS

Strive to continuously improve your socially responsible behaviour in the context of transnational VET mobility!

Sustainability Strategy should include four stages: 1) set up sustainability objectives; 2) describe specific actions, tasks and responsibilities; 3) track, measure and document results; 4) communicate and analyse the result, make necessary adjustments and refinements.

Sustainability Strategy should cover a period of two-three years. Quality management division should be responsible for facilitating, monitoring and controlling its implementation.

Further improvement of sustainability strategy and implementation of sustainable development framework may be supplemented by external audit and certification processes.

TIPS PACKET FOR ENHANCING STAYMOBIL TRANSFERABILITY

The Packet with tips emerging from internal and external testing of StayMobil Framework and Practice Kit in all partner countries provides useful information for organizations involved in transnational VET mobility /sending, intermediary & receiving/ in EU countries outside the project consortium to easily adapt and apply the Framework and the Practice Kit.

TIP *When planning the mobility always refer to the principles of the European Quality Charter for Mobility and ISO 26000. These two should be your bible in mobility implementation.*

TIP *Get acquainted with the StayMobil Reference Framework for Sustainable Transnational VET Mobility to understand the basics of socially responsible behaviour.*

TIP *Before starting the self-audit, it is useful to read the Guidance Manual as part of the Practice Kit.*

TIP *In order to improve socially responsible behaviour of your organisation it may be helpful to seek an external advice from other mobility actors who have excelled in the provision of sustainable transnational VET mobility.*

TIP *When planning the improvement actions, it is recommended to review the StayMobil Sourcebook with references to European instruments, guides, frameworks for quality assurance in the transnational mobility programmes.*

TIP *Start your internal process of change towards socially responsible behaviour improvement by implementing the StayMobil Quality Improvement Action Plan and developing a Sustainability Strategy.*

TIP *Provide periodic on-the-job training on relevant issues and standards to promote quality assurance and social responsibility in transnational mobility to your new and existing employees.*

TIP *Carry out annual self-audits and develop action plans for continuous improvement of organisations' work on mobility projects. Undertaking only one self-assessment followed by some improvement actions is not sufficient for the provision of sustainable mobilities.*

CONCLUSION

StayMobil pilot implementation and testing gathered a set of good practices related to: reflection on the organisation's performance in the domains of social responsibility; Identification of strengths and weaknesses in implementation of mobilities; improvement of organisational performance with respect to the StayMobil Framework; Transferability of the StayMobil tools to other mobility organisations.

The strategies gathered in this Recommendations Booklet provide step-by-step practical guidelines for applying the StayMobil tools by mobility organisations. It complements the Framework and Practice Kit by a series of actions an organization should undertake to ensure successful implementation of the StayMobil approach.

The implementation of the StayMobil Framework in mobility organizations offers them a possibility to identify internal challenges associated with different aspects of Social Responsibility and undertake respective improvement actions. It is perfectly in line with the current trend in education and training delivery undergoing a transition towards a more direct collaboration with local community, training institutions and other stakeholders.

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