



**European Approaches
to Inter-Generational
Lifelong Learning**

Neorion II

GREECE
Case Study Identity Card
2007



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EAGLE CASE STUDY

GREECE

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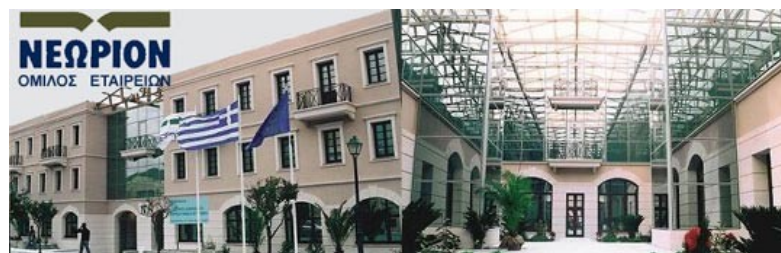
1 EXECUTIVE SUMMARY

Executive Summary

The two shipyards, of Neorion and Elefsis, which participate in the project, being fully aware of the challenges and the difficulties of the shipbuilding sector, possessing the leader role in it and being the direct recipient of the activities and the results of the project, appeared as the best choice for the implementation and the use of its actions as well as for their dissemination.

The organizations involved in the specific Development Partnership contributed decisively to covering the needs of all the beneficiaries from the project groups. These groups consisted of the employees of the two participating shipyards, of newcomers in the sector, the freelancers who acted around the two shipyards, like the staff of the subcontracting companies, the suppliers, the planners and the external associates. In general terms, the learning was addressed from the older employees to the younger ones through transmitting their know-how and experiences from work. However, in cases where new technologies and techniques were taught, the younger employees assumed the role of teacher.

The dissemination of the project to the local society and within the wider region, but also to the country as a total contributed to covering the needs of a wider spectrum of employees - apart from the two shipyards. The project secured and enhanced the employment in the shipbuilding industry and in the implementation areas, contributed to adapting qualifications of employees and new entrants in the sector to the modern work requirements, introduced advanced applications of training and modern systems for manpower development. The social consent was ensured for overcoming old fashioned work organization forms in the sector, flexible labour methods and work time arrangements was developed in dependence of the real market needs and distance working and network entrepreneurship was dynamically enhanced. Finally the development of social dialogue between employers and employees was established, for introducing and assessing flexible work forms, the efficiency of specific processes of the sector's enterprises was increased and the benefit of the local economy was maximized. A very important parameter was also the sustainability of the project. Actually Neorion II is the prelude of the Ploigos project for the Management of Changes in Shipyards' Sector through Development of Human Resources.



2 GENERAL DESCRIPTION

<i>Title</i>	Neorion II
<i>Country/ Countries of origin</i>	Greece
<i>Duration</i>	Starting Year: 01/2002 End Year: 07/2005
<i>Status</i>	Finished
<i>Managing institution</i>	<p>University/Polytechnics, Public organisation/Ministry, Public training organisation, Private company</p> <p><u>Description:</u> The Company Neorion New SA of Syros Shipyards was the main managing organisation. The following institutions and companies were partners at a national level:</p> <ul style="list-style-type: none"> ▪ Association of the Greek Shipbuilding - Ship-repairing Industries ▪ Institute of Labour of the Greek General Confederation of Workers ▪ Marine Technology Development Company S.A. ▪ Neorion Vocational Training Centre ▪ Region of the South Aegean ▪ Regional Development Agency of Cyclades S.A. ▪ University of Patras - Laboratory for Manufacturing Systems ▪ University of the Aegean ▪ Workers' & Employees' Centre of the Cyclades ▪ Workers' Union of the Neorion Shipyards ▪ Workers' Union of the Elefsis Shipyard ▪ e-HELLAS ▪ Elefsis Shipbuilding and Industrial Enterprises S.A.
<i>Contact details</i>	<p>Last Name: Andronikos First Name: Grigoris Title: Dr. in Mechanical Engineering Position/Role: Technical Project Manager Institution: NEORION New S.A. Syros Shipyards Street: 1, Neoriou Str. Town: Ermoupolis, Syros Post Code: 84100 Phone: 0030 2281 096 000 Fax: 0030 2281 096 132 & 016 E-Mail: neorkek@otenet.gr URL: http://www.neorion-shipyards.gr</p>
<i>Funding</i>	<ul style="list-style-type: none"> ▪ Public <p><u>Description:</u> This project was part-financed by the European Union – European Social Fund (75%). The rest 25% was covered by national sources. Budget: € 1,500,000 – 2,000,000</p>



Partnership arrangement/organizational form

- Bottom-up, grass root initiative

Comments: The objectives and the means of the project are specified in great detail from the beginning. The objectives mainly concern the efforts of the shipbuilding sector to improve its competitiveness. Utilizing modern technological tools, including flexible labour-time arrangements, developing the sector's manpower and improving communication and cooperation between the two participating shipyards and their external environment, are the particular means for achieving the objectives. All the activities were planned and executed on the basis of equality between the partners.

Scale

- Regional
- National
- European
- International
- Trans-national

Comments: The main subject of this activity was to design, prepare and implement training programs, to observe the evolutions in the local labor markets and to fight exclusion of certain population groups from the labor market. The Association of Greek Shipbuilding Industries was expected to validate the project results from a business point of view, as well as to broaden their dissemination network to the business community on national and international level. Nevertheless, during these years (2001-2005) this work was already underway within the framework of the Trans-national Cooperation of the Neorion II DP with a Finnish and an Italian DP, called "EUNETYARD". Dissemination of good practices to be developed within either Neorion II DP, or within EUNETYARD, both on national and European range, was also a major goal, and was considered to be an inherent part of the project concept. For this reason, a complex of traditional (i.e. seminars and conferences, guides, presentations, press releases, papers, leaflets, etc.), as well as modern (i.e. web page and portal, CD-ROMs, e-publications, etc.) means and activities had been employed.

3 DESCRIPTION OF COLLABORATING GROUPS

<i>Collaborating Group I</i>	The trainers were mostly old and experienced workmen in the Shipyards. Gender: Male Average Age: 50 years old. Profession: Skilled labourers and foremen. Some engineers of the National Technical School of Athens (E.M.P.) participated in the training programme.																												
<i>Total number of Collaborating Group I</i>	8-10																												
<i>Age group(s) of Collaborating Group I</i>	<u>Minimum Age:</u> 40 <u>Maximum Age:</u> 60																												
<i>Collaborating Group II</i>	<p>The DP was representative of the target groups that were actively involved in the project. These participated in the planning as well as the implementation of the project. They were involved for the whole duration of the project by taking part in actions of assessment and "alignment" of the project, as well as in training actions.</p> <p>Target group II were the current workers in the Shipyards or unemployed former workers in the same sector. The average cultural, residential, educational and economic status was the typical one of a skilled labor or unskilled labor.</p> <p>The beneficiaries of the programme were:</p> <table border="1"> <thead> <tr> <th>Professional Status</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>Unemployed</td> <td>10.0%</td> <td>5.0%</td> </tr> <tr> <td>Employed</td> <td>75.0%</td> <td>10.0%</td> </tr> <tr> <td>Total</td> <td colspan="2">100.0%</td> </tr> <tr> <th>Age</th> <th>Male</th> <th>Female</th> </tr> <tr> <td>< 25 year</td> <td>25.0%</td> <td>6.0%</td> </tr> <tr> <td>25 - 50 year</td> <td>33.0%</td> <td>9.0%</td> </tr> <tr> <td>> 50 year</td> <td>27.0%</td> <td>0.0%</td> </tr> <tr> <td>Total</td> <td colspan="2">100.0%</td> </tr> </tbody> </table>		Professional Status	Male	Female	Unemployed	10.0%	5.0%	Employed	75.0%	10.0%	Total	100.0%		Age	Male	Female	< 25 year	25.0%	6.0%	25 - 50 year	33.0%	9.0%	> 50 year	27.0%	0.0%	Total	100.0%	
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Total	100.0%																												
<i>Total number of Collaborating Group II</i>	140-150																												
<i>Age group(s) of Collaborating Group II</i>	<u>Minimum Age:</u> 20 <u>Maximum Age:</u> 55 <u>Comments:</u> See above.																												

4 DESCRIPTION OF INTERGENERATIONAL LEARNING PRACTICES

The practice description of intergenerational learning practices serves a twofold purpose: i) a qualitative practice description of the case and ii) a quantitative assessment of additional case descriptors.

Description of Learning Arrangement & Learning Practice

The objectives of the NEORION II DP arose on the basis of the specific project's scope and the special characteristics and interests of the DP members. With a focus on solving the adaptation problem of the Greek shipbuilding industry, the objectives mainly concerned the efforts of the shipbuilding sector to improve its competitiveness.

The beneficiaries were empowered through:

- The pluralism of representatives of the target groups involved in design and implementation stages, in actions of assessment and redefinition of the project, as well as training actions.
- The anthropocentric design of the project and the fulfilment of identified needs of the target groups, as these were made clear by their representatives/partners of the DP.
- The Internet portal as well as the training software applications that were accessible to anyone wishing to either express an opinion or use the services (i.e. communication, job seeking, training, tele-training, etc).
- In more specific terms, the empowerment and active involvement were pinpointed in the following levels of the project:
- Description, study, design, development, audit and evaluation of the products or deliverables of the project
- Use of new technologies on work organization and on supporting new forms of work i.e. tele-working
- Support of the exchange of views between employees, Ministry of Labour and management of the companies, using the Forum for Employment as a medium, concerning the transitional phase of employment worldwide, where the relations of the companies with the social partners (employees, ministry, etc), were considered as important as the ones with their stockholders.

Despite the relatively good results achieved in the '60s and the promising development prospects that arose for the Greek shipbuilding industry at that time, the particular sector could not positively meet the crisis that affected shipbuilding worldwide in the period after 1980. As a result, the situation in the sector today is rather disappointing. Failing to keep pace with the technological change and to utilize the modern technological tools, the sector remained beyond the challenges of the global market, depriving the employed labour force from development opportunities.

On the other hand, the vacant work places were being covered by young employees who did not provide the necessary qualifications and the experience, while old fashioned views and practices on allocation of work and work time arrangement drove to increased operation costs that inflected any effort of the enterprises for regaining business competitiveness.

The lack in modern work organization systems and approaches for efficient work time arrangement and the inability to develop the social dialogue within the companies, disabled the introduction of appropriate changes in the work organization and the improvement of the communication and the cooperation between employers and employees.

However, these difficulties were not met only inside the shipyards. The lack in qualified personnel in the subcontracting firms constituted a serious obstacle in their cooperation



with the shipyards. The disability of the suppliers to respond reliably and on time to the requirements of the shipbuilding enterprises, drove shipyards to seek for co-operations in other markets, increasing duration and cost of supply, depriving at the same time the local market from a serious economic activity. Similarly, the design firms which could accumulate and develop know-how and expertise for the strategic support of the shipbuilding enterprises had mostly lost their worthy personnel and could hardly cope with the emerging challenges. Finally, the lack of an appropriate communication environment made the possibility of supplementary work of the two shipyards participating in the DP, difficult as regards exchange of experience and labour force and cooperation with external design and research centres.

The DP through the involvement of representatives from the entire range of the shipbuilding and repair industry was not a consortium set up only in order to materialize a certain profit-making project. It primarily aimed at the complementarity, mutual assistance and cooperation of the DP members, and, subsequently, at a horizontal mainstreaming of all the members of the sector through particular good practices. Another goal of the DP was to have the needs of the shipbuilding sector for change and adaptation heard in other economy sectors, the needs being common in more ways than one. It was considered that adaptation does not only refer to technology, but mainly to the new needs of the employees and the industry.

These needs are the ones that create the work environment that is the relation between employers and employees, which is one of the most important factors that determine business routes, and securing of employment. Special mention was given to the effort for achieving transparency in skills and knowledge of the employees in the sector that is the main target group. This was to be achieved through the development of pilot job specifications and job profiles, which was assisted by the introduction of supporting training material (i.e., training packages, software applications and tele-work and virtual reality applications). All the above material was accessible to the employees of the sector, aiming at upgrading their skills and safeguarding their jobs. Moreover, using the commonly accepted skills and specifications aforementioned, the system for development and evaluation of human resources in the shipyards, was expected to be critical in achieving the project goals.

<i>Location of the learning activity</i>	Formal setting i.e. work based
<i>Learning activities (related to policy objectives)</i>	<ul style="list-style-type: none"> ▪ Media education incl. Information and Communication Technologies (ICTs) ▪ Employability
<i>Fields of Learning</i>	<ul style="list-style-type: none"> ▪ Individual competence development (for private and professional purposes)
<i>Knowledge & Learning Exchange/Flow between the target group(s)</i>	Balanced and/or bi-directional e.g. shared activities
<i>Interactions between the target group(s)</i>	<ul style="list-style-type: none"> ▪ one-to-many ▪ group based ▪ many-to-many

<i>Categories of the learning activity</i>	Non-formal
<i>OECD/DeSeCo Competences addressed by the CS</i>	1 = Competence Category 1: Using Tools Interactively 1.2 = The ability to use knowledge and information interactively
<i>EC Key Competences addressed by the CS</i>	<ul style="list-style-type: none"> ▪ Entrepreneurship
<i>Success factors and barriers of the CS</i>	<p>In relation to its content, the project's innovative concept was that organizational change was used as a means for the upgrading of human resources, not just on the scale of one single industrial unit, but on the scale of an entire industry sector (cross-cut approach). More specifically, under this concept, actions such as the inventory and the assessment of production potential to achieve a rational allocation of human resources, the introduction of a system of production standards to rationalize skill specifications, the induction of a standardized system for human resources upgrading and evaluation, and skill enrichment and updating, were considered to be highly innovative, as they approached human resources issues as parts of an integrated question to meet the needs of an entire market.</p> <p>The main obstacle was the generation or mentality gap. The older workers were unable and unwilling to understand and apply the informatics tools. This involved a major communication problem because the project managers and the trainers had to persuade this group of workers to cooperate and understand the new corporate philosophy and tactics. The problem is also due to the approach methodology on behalf of the trainers and the project managers.</p> <p>During training the emphasis on the theoretical informatics was gradually reduced because of the lack of culture on issues of Lifelong learning and because of the wrong communicative methodology. Since then, special emphasis was given to the development of new communicative methods.</p>
<i>Results of the CS</i>	<p>The specific outputs of the activity were workers' skills and productivity improvement and better employability.</p> <p>Although they did not receive any formal accreditation, because there are no formal certificates of technical specialisation in this sector at a national and European level, the companies achieved to create a trans-national internal accreditation in cooperation with the Shipyard Companies in Europe. So, the participation in the programme is accredited but the specialisation is not officially recognised.</p> <p>The company issued a Handbook (unfortunately available only in Greek), which contains a full detailed evaluation. Moreover, this project was submitted to qualitative and quantitative internal and external evaluation. The quantitative evaluations showed that the project achieved its purposes regarding the company's production efficiency and the upgrading of workers' skills, notwithstanding the fact that the qualitative evaluations made emerge the communication and mentality problems.</p> <p>The benefit for the participants from their learning experience was higher self-esteem, skills development, future job and career opportunities. Consequently, they became more employable and self-confident.</p>