

**Call for Expression of Interest:
Training in Field Project Tutoring - Register of Foundation
Tutors – March 2014**

1. Introduction

The European Foundation for Cluster Excellence (the Foundation) is an independent, not-for-profit foundation dedicated to improving the European competitiveness by promoting and improving cluster management as a professional discipline and building international linkages and alliances.

It became the custodian of all training material developed by the European Cluster Excellence Initiative (ECEI) under the auspices of the European Commission (<http://www.cluster-excellence.eu>) and took on the responsibility to assure their relevance and quality on completion of the ECEI initiative in August 2012.

One of the goals of the Foundation is to organise regular training events based on the material developed by the ECEI, open to any interested national or regional development organisation in Europe, in order to transfer the expertise in the use of the complete training material and teaching of the syllabus.

2. The aim of this call

In August 2012 The Foundation issued an open call for Expression of Interest (EoI) for qualified trainers to deliver modules of the training on its Train-the-Trainers programme. From that process a limited number of high calibre instructors were identified.

Since the beginning of its activities, The Foundation issued several calls for Expression of Interest in order to expand the Register of certified instructors in line with the growth in its operation and the number of training courses being delivered. The successful candidates were already trained in delivery of specific cases-studies.

The Cluster Excellence Train the Trainers programme that The Foundation is delivering in a regular basis, consists not only in training sessions taught by the certified instructors, but also there is a practical part where the participants must carry on a field project based in a real cluster from their own region. The Tutors of The Foundation have the role of giving tutorial support and personalized coaching to the teams, using the ECEI methodology. In order to expand the Register of trained tutors, The Foundation is launching now this call and the successful candidates will be trained for that purpose.

In summary, those interested in becoming a Foundation Tutor must first successfully complete the tutoring training. They would then be qualified to and as such be included in the Foundation's Register of Tutors. The Foundation may select, as needed, one or several tutors for the delivery of the Train-the-Trainer programme.

Persons who are interested in the tutor training and having their name included in the Register are invited to submit an application in accordance with the guidelines set out below. The Foundation will draw up a list of candidates who meet the criteria set out in section 4 below. The list of tutors (Foundation Tutors) drawn up following this notice will be used solely for the purposes of the identification and selection of tutors for the delivery of the ECEI Train-the-Trainers programme.

2.1 Subject of assignments:

For each training programme the foundation will select a number of Tutors from its register and invite them to provide tutoring services and to guide the teams in their field projects in the Train the Trainers Programme. The summary of the programme content and the full details of the Train-the-Trainers programme including the field project may be found on the Foundation's website at:

<http://www.clustercompetitiveness.org/>

See Annex 1 for more information about the field project.

3. The Training Workshop

Successful applicants will be trained in how to tutor teams of participants in their field projects. The training will cover field project methodology and will be delivered by the current tutors of The Foundation who have extensive experience in the subject.

The workshop is planned to take place in Barcelona from April 28th to 30th at The Foundation's headquarter.

On successful completion of workshop, the Foundation will confirm the candidates' registration on its Register of tutors.

4. The minimum criteria for selection as a Foundation Instructor

The candidates should fulfil the following requirements:

1. MBA or equivalent
2. A minimum of 2 years of experience in clusters, strategy or economic development.

3. Having participated in a Train the Trainers programme of the Foundation or experience in participating at least in 2 field projects of Competitiveness Reinforcement Initiatives as explained in Annex 1. In this last case, it is required to provide documentary evidence of the experience.
4. Excellent verbal and written fluency in English as the training will be delivered in English – Ideally a graduate degree from an English speaking university or level C2 in Common European Framework of Reference for Languages (CEFR) is required.

5. Selection Process of the Candidates

Tutors shall be selected on the basis of their background and qualifications as well as their professional and technical ability to carry out the assignment described in this call.

A selection committee composed of the Foundation's Executive Director and its Principle Tutor will agree the selection of candidates for inclusion in the training programme. In case of uncertainty about suitability of any of the candidates based on their submission, the selection committee could invite them to a telephone interview.

6 Remuneration and Expenses During the Initial Workshop

The workshops are a pre-requisite to engagement by the Foundation but participants' time for attendance will not be compensated. A limited number of bursaries may become available to cover the travel and accommodation expenses that will be awarded by the selection committee. If you require financial support to cover travel and subsistence please make it clear in your covering letter stating the reason.

7. Contract

The Tutors selected from the Register for a specific assignment will be offered a contract of engagement. The contract which would be signed between the Foundation and these tutors will establish the tasks to be performed, the due dates, the number of working days paid and if applicable, the maximum amount for other costs such as travel expenses.

Prior to the signature of a contract by both the Foundation and the selected tutor, the Foundation is under no obligation to refund the selected expert for any costs incurred.

Inclusion in the Register of Foundation Tutor does not guarantee automatic selection for assignments or paid work. The selection for assignments, which is made by the Foundation, not only depends on the skills of an individual Tutor but also on the Foundation's requirement to match these skills to the requirements of teams and field projects to be tutored in the Train the Trainers Programme.

8. Processing of personal data/ Privacy policy

The Register of Tutors (Foundation Tutors) drawn up following the training programme will be used solely for the purposes of the identification and selection of tutors for the delivery of the ECEI Train-the-Trainers programme. Tutors may request modification to or removal of their personal information from the Register at any time.

9. Applications

Suitably qualified candidates are invited to send their covering letter and a current CV (no more than 2 pages as only the first two pages will be read) together with any supporting documents in MS Word or PDF format, electronically to the following address:

clusterexcellence@clustercompetitiveness.org. The subject field of the email must be marked "ROT – Register of Foundation Tutors".

In their covering letter candidates must clearly highlight how they meet the requirements set out in section 4.

Note: Potential candidates MUST read the requirement in section 4 above carefully and ensure they meet with all the requirements set out in points 1 to 4 before sending their application packs.

10. Information

For any clarification or additional information please contact us at

clusterexcellence@clustercompetitiveness.org

11. Deadline for Application

Complete applications packs must arrive in the Foundation's inbox by 17:00 (CET) Wednesday 16 April 2014.

ANNEX 1> FIELD PROJECT

A Field Project, also known as a Competitiveness Reinforcement Initiative (CRI) is a practical project in a certain value chain or business, that has a length of around 7 months¹ and is divided in 3 phases as shown in the figure below:



Phase 1: Identification of challenges

The objective of the initial phase from an analysis perspective is firstly to reach an understanding of the sector reality in terms of business segments represented, main magnitudes, geographic scope and interactions. Secondly, the object is to understand the global trends of these businesses.

From a process facilitation perspective, the objective is to engage the SMEs and stakeholders in the project and in so doing set the right expectations.

Main Activities: Interviews with SMEs and institutions are undertaken in order to understand their view about the region and the industry. These interviews are also used to disseminate the initiative to all the agents and to gain their collaboration for the project. In parallel, there is the collection of information about the industry at a global level and initiate the analysis: strategic segments, attractiveness of these segments, positioning of the SMEs in these segments, etc. The phase ends up with a Public Meeting with all the stakeholders to present means to stimulate the competitiveness of the SMEs, improve links between regional authorities, research entities and the local business community and create and reinforce the cluster identity.

¹This is the minimum time required to initiate change and the maximum length of time for which the project team will be able to retain the firms' interest in a change facilitation process.

ANNEX 1> FIELD PROJECT

Phase 2: Guiding the Strategy

This phase will define, from an analysis perspective, what are the most attractive and feasible strategic options for them, taking into account their current positioning and capabilities confronted with the critical success factors that the market is demanding from players in these businesses. From a change management perspective, this is a crucial phase because the firms have to understand and interiorize new ways of competing.

Main Activities: The strategic positioning is refined, and options for the future are developed. Once key success factors for each option are assessed, and depending upon the existing capabilities of the SMEs, a consensus for a common vision for the future is reached. In this phase, it is important to analyse international references that face similar challenges. The phase ends up with a Public Meeting with all the stakeholders to get the consensus for the common vision for the future.

Phase 3: Launching the Actions

The objective of this phase is to define 3-5 very straightforward and differential action lines that will improve the SMEs' conditions and to make its firms more competitive. They should also act as a catalyst for a change dynamic. The definition of action ends with an action plan, a budget and the appointment of a leader that assumes the responsibility for the action and is accepted by the cluster stakeholders.

Main Activities: Definition of a short list of well-defined initial actions that can generate short-term results in the SMEs and momentum for change, public launching of the proposed actions by participants of the work groups. About activities in the change process: interviews with SMEs, identifying leaders of each action, work groups for each action, 3rd Public Stakeholder Meeting to all members of the cluster meaning the beginning of the action lines launch to be implemented in the following months or years.

ANNEX 2 > Qualification Path

