

ADMINISTRATION STAFF TRAINING SCHEMES

Guideline

**Version 1
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DT1.2.2



PP2, Regional Association for Cultural and Creative Industry Saxony (SACCI)



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1. INTRODUCTION

According to our InduCCI work plan (T1.5.1-2-3), partners PP1,3-8 are supposed to develop and test one regional administrative staff training scheme each for the topic of CCI in industrial regions.

PP2 provides this guideline as inspiration and for practical support with this task. It is based on the valuable input received from the partners in our 2nd T1 meeting ([see Annex 6.3.](#))

We propose the following goals for the training of administrative staff:

- raising awareness of administration officers for CCI business cases, specific infrastructure and support needs
- establishing direct contacts between administration and CCI entrepreneurs from various subsectors
- encouraging exchange between different administrative units
- Change of perspectives beyond administrative routines

Within the InduCCI project, the administrative staff training is part of the strategic work package T1. The trainings are a crucial element that will help you on the one hand to build bridges between the administrative level and CCI companies and on the other hand to help you clarify your vision for the future development of CCI in your region.

For your support with the task, you find in this document:

- further information on the task
- a time schedule for implementation
- considerations and hints regarding on the training schemes and the e-learning module, incl. schedule suggestions

We hope you enjoy setting up your regional version of the training. We are available for questions, help and feedback: Katrin Weber: katrin.weber@creative-saxony.org and Tina Duarte tina.duarte.monje@creative-saxony.org.

1.1. GENERAL UNDERSTANDING

In general, we propose you to think of the training as a learning journey that encompasses different methods. Accordingly, we recommend not only to have in-house teachings where you explain what CCI is and why it is important for structural change, but to bring administrative staff in direct contact with CCI entrepreneurs and their working environment.

1.2. TIME SCHEDULE

Month/Year	Task	Responsible	Contributing
February 2020	Provision of guideline for training schemes	PP2	
February 2020 - July 2020	Setting up full training schemes, adapted to regional needs	PP1, 3-8	PP2
March/April 2020	Provision of basic outline of e-learning module for feedback from regional partners	PP2	
May/June/July 2020	Presentation and discussion of regional training schemes at 3rd T1 workshop	PP1, 3-8	PP2
May/June/July 2020	Presentation and hands-on training for e-learning module at 3rd T1 workshop	PP2	PP1, 3-8
Until 31.10.2020	Documentation of implementation of training schemes (can be in your own language) including English summary - draft	PP1, 3-8	PP2
Until 30.11.2020	Review of English summaries	PP2	
November 2020	Jointly evaluating training effects in 4th WP workshop	PP2	PP1, 3-8
20.12.2020	Provide PP2 with final version of English summary	PP1, 3-8	PP2
November 2020 - 31.01.2021	Provision of minutes from 4th WP workshop incl. learning effects	PP2	

1.3. CONTENT DESCRIPTION AS IN APPLICATION FORM

For your reference, we include here once more the relevant action descriptions as in the application form:

T1.2.2 “Jointly preparing competence trainings for administration staff dealing with CCI”: Partners define cornerstones for public administration staff trainings on specific needs of and approaches to CCI as part of 2nd WP meeting. >> implemented in Linz meeting (11/19)

T1.5.1 “Regionally adapted training schemes”: Regions develop their individual competence training schemes. These schemes are discussed in 3rd WP meeting. PP2 provides supplementary e-learning module. >> until 7/20

T1.5.2 “Testing regional training schemes”: PPs test their individual competence training schemes with administration staff in their regions. Min. 1 training with min. 7 participants per region. >> until 12/20

T1.5.3 “Jointly evaluating effects of training schemes”: 4th WP meeting used for evaluating effects of training as part of 4th partnership meeting based on reports by PPs. >> until 1/21

1.4. STATE-AID CONDITION AS IN SUBSIDY CONTRACT

Please note that the Central Europe programme imposed a specific state-aid clause regarding the training schemes in the subsidy contract in §11.19 (see also partnership agreement, signing pages) which reads: “Deliverables D.T1.5.1 (training schemes) ... shall be made available in their entirety and for free in the most possible detailed form to a wide public (including competitors of the project partners) through publication on the project website and through any other suitable communication channel.”

Make sure to comply with this clause by publishing the training offer online, by putting the training scheme itself as well as all training material online, etc. Please foresee such measures already in your training scheme.

1.5. “TRAINING” AS DEFINED IN IMPLEMENTATION MANUAL

According to the Implementation Manual, a “Training” is to be understood as providing persons with the understanding, knowledge, skills, competences and access to information required in particular occupations. Training may encompass any kind of education (general, specialised or vocational, formal or non-formal, etc.).

Training measures should be jointly developed at transnational level and tailored according to the needs of the specific territories, target groups and stakeholders addressed by the operation.

Typical training measures are training seminars, study visits, peer reviews, online training courses, etc.

2. TARGET GROUP

The training is targeted at CCI relevant officers in local and/or regional administration and could include staff from

- culture departments
- economic development departments/agencies
- urban planning and development departments
- building construction, property management department
- regional development agencies
- stakeholders from chambers of commerce either directly responsible for cultural and creative industries; where there is no dedicated CCI officer, you should contact someone responsible for the service sector and digital enterprises

According to application form, each region has to test its training scheme at least once and with min. 7 participants.

3. IDEAS FOR IMPLEMENTATION

3.1. FINDING THE RIGHT PARTICIPANTS

Find the right person in each department to contact. You can identify the right contact persons in each department through several ways:

- existing CCI network in your city or region might already have established contacts to administrative units
- you can search online via the website of your municipality whether there are specific officers dealing with CCI
- call the different departments before sending an invitation to build a first contact and find out who you can contact personally
- ask participants from your focus group (from administration)

3.2. INVITATION MANAGEMENT

Please be aware that officers in administrative units are usually bound in clear hierarchies and have a clear mandate for the scope of their work. They are not policy makers who can initiate substantial new initiatives. Against this background, you should carefully formulate the invitation, keeping in mind that officials will have to ask their supervisor for permission to participate in the trainings. The text therefore should contain arguments why participation in the training scheme makes sense for the organization as whole and not only for individual officer you approach.

It is suitable to inform what the concrete plan is (key content, expected key gainings, how much time is needed, locations, organizational details).

Always send a **personalized invitation** and not only to a general office address!

The invitation should be sent at least **six weeks prior to the training**.

3.3. MODULES

3.3.1. MODULE 1: KICK-OFF MEETING

For a first meeting, it might be useful to meet in a familiar location like the town hall or other offices of the administration. For most administrative staff, CCI is a topic that takes them out of their comfort zone. To “pick them up” in a familiar place might be useful to build trust.

If you want to have an example for how to start a kick-off meeting, please have a look at the CCI quiz in the [annex](#) for a practical example of PP2.

3.3.2. MODULE 1: SAMPLE SCHEDULE

Time	Approach	Goals	Activities	Materials
8:00	Introducing topic with the help of a CCI Quiz	Funny introducing into topic/ opening-up the mind about CCI, testing basic knowledge about CCI, identifying personal contact points and interests with respect to CCI of the participants	Divide the group in two groups and let them play against each other (holding-up card when knowing the answer/using a buzzer/making a sound), present the answer	Paper for questions for moderator, if applicable use buzzer/ring

9:00	Powerpoint presentation	Presentation of CCI in your region	Using proposed structure of PP2	Laptop, projector
10:00	Explaining administrative training	Informing about why administrative training is important, background knowledge about InduCCI, time schedule for following modules, explaining e-learning module, get to know the expectations	Presentation and Q&A; ask participants what they expect from the training, which kind of knowledge they want to gain from the training, collect the answers on a flipchart/board and document the different expectations	If applicable powerpoint, laptop, projector, paper, etc.
12:00	Closing with coffee			

3.3.3. MODULE 2: STUDY VISITS + TALK

Following the kick-off meeting, you can highlight different aspects of creative entrepreneurship through study visits in hubs and CCI companies. Always keep in mind the **overall goals of the InduCCI project** and the special focus on the industrial identity of your region and how CCI contribute to reshaping the regional economy.

Focus topics of this module could be:

- Business models in CCI
- Cross Innovation
- Revitalization of city/city center
- Visibility of CCI
- Transformation of brownfields
- Infrastructure
- Market access /market development

Generally, we recommend to offer a **healthy mix of company visits and workshop formats** (could take place at the site of the company) in the trainings. As regards the choice of visited companies, you could especially allow time for visits of both digitally driven businesses as well as entrepreneurs/companies working in traditional artistic fields like art or the performing arts.

3.3.4. MODULE 2: SAMPLE SCHEDULE

We present below one option of a schedule which would allow you to do the training in one day.

Another option would be, to offer similar content in 2-3 half-days. This would have the advantage that participants can reflect gained input between the single training blocks.

For sure, there are many more options: In general, you are highly welcome to develop your own schedule and **fully adapt the contents and formats to your needs** - as highlighted by the application form; there is neither a certain number of modules fixed in it.

The great advantage of company visits is that you can use them as practice examples for starting off general discussions based on additional input and training material provided by you or externals.

Please keep in mind to have a good mix of diverse approaches in your training as well as a combination of interaction and livable experience and an exchange between participants and CCI.

Time	Approach	Goals	Materials	What to keep in mind
08:00	Study visit Creative Hub / coworking space in your region, Q & A with different companies within the hub	Raising awareness for organizational and financing models of a coworking space, new work models; preconditions for the revitalization of spaces	Rented bus or public transport	Briefing of companies you want visit, enough space/meeting room for all participants
Possible questions: What is the finance model of the hub/space? What are the advantages of sharing space for (creative) companies? Does the space contribute to the development of common projects among the companies? Which role did the companies play in the development of the space in the first place? How does the companies profit from the space compared to a “classical” office?				
09:30	Company visit from “traditional” business sector	Rising awareness for the topic of cross-innovation and the different business models in CCI.	Rented bus or public transport	Briefing of company you visit, enough space/meeting room for all participants

Possible questions: Which role do creative services play for the innovation processes of the company? How did the company establish business and cooperation ties with the creative sector? Which role does the cooperation with CCI play for the company's culture/marketing/attractiveness for skilled staff/development of new products, services, processes or marketing strategies?				
11:00	Study visit solo entrepreneur or micro-business CCI	Raising awareness for economical/financial situation of solo entrepreneurs and access to funding.	Rented bus or public transport	Briefing of solo entrepreneur you visit, enough space/meeting room for all participants
Possible questions: What is your professional background? Which obstacles do you face when it comes to funding your business? What are your different sources of income? (Cultural funding, art lessons, booking by private companies etc.)? Did entrepreneurial aspects play a role during your artistic education? How did you learn skills needed to work as a freelancer? Which steps do you take usually from first artistic idea to implementing ideas in a project? How do you find people and/or a market for your ideas? How does a typical work day of you/your micro-business looks like? What tasks do you have to manage to establish your solo entrepreneurship and keep it going?				
12:30	Lunch Break			
13:30 - 14:30	Talk (e.g. by external speaker)	Ideas: Hubs: Presentation of different financing and organizational models of creative hubs Presentation of	Laptop, projector	Talk could take place at one of the company sites

		<p>existing hubs (e.g. presentation of an international hub, show how administrative staff and creatives successfully worked together in the past while establishing hub)</p> <p>Presenting CCI toolbox: Business Model Canvas, Lego Serious Play etc., explain why diverse approaches within CCI are so successful, explain one in detail with best practice example.</p>		
14:30 - 15:30	Reflection & Feedback	<p>Reflect the visits and the input with your participants</p> <p>After the reflection, get feedback from your participants, encourage them to write down their feedback and explain a few words</p>	<p>Post-its, pencils, board</p> <p>Post-its, pencils, board</p>	<p>Take enough time for documenting the reflection and the feedback</p> <p>If you want to, you also can send out an online questionnaire after the training, to receive more in-depth feedback</p> <p>Check the feedback against the initial expectations of your participants: did you meet the expectations?</p> <p>Include what you learned from the reflection and the feedback into your English summary</p>
<p>Possible questions for feedback round:</p> <p>What was new to the participants? What did they learn about CCI that day?</p>				

Which questions remained unanswered?

What does the training mean for the future of my personal work and for the work of my organization?

Are formats like a learning journey a meaningful instrument to bring administration in contact with CCI entrepreneurs and local CCI scene?

Structure your feedback:

You can easily structure your feedback, e.g. into the following topics:

- organization
 - How well was the kick-off, the study visits and the talk organized?
- relevance of the visited hubs and companies and learning effects CCI
 - Did the study visits help you understand CCI and its effect in the framework of structural change better?
- network and learning effects among the participants
 - Was there enough room for exchange among the participants?
 - Did the participants make new contacts they can build upon in their future work?
 - Overall quality of the training
 - Would participants join for a next training like this?
 - What support would participants like to receive now, after the training?

15:30	Closing with Coffee			
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3.3.5. MODULE 3: E-LEARNING MODULE

PP2 will provide you with the e-learning module that will complement the staff training and will contain also some gamification elements. At the moment PP2 is working on the contents of the e-learning module. First content is e.g. a questionnaire about CCI basic knowledge (Q&A, multiple choice, etc.), flipcards for knowledge query, interactive elements for making CCI facts and numbers, needs, etc. visible. At the moment we are thinking about how to set-up regional and transnational content together in the best way. The language of the e-learning tool will be English. We will send you further information in March/April 2020 and invite you to give us feedback.

4. DOCUMENTATION

When documenting the staff training after implementation (documentation + **English summary**) please use the template for “Documentation of Deliverables”.

For guidance how to write the documentation plus the **EN summary**, please check the guideline “Documentation of Deliverable. Standards for Quality, Quantity and Availability.”

The documentation can be in your language or English.

For summaries please remember: “Summaries should be comprehensive, giving a basic overview on the contents of the respective full native documentations. They should consist of 1-3 (max. 5) pages.

You find more information on ‘summaries’ in the “Documentation of Deliverable. Standards for Quality, Quantity and Availability.”

It is important to keep in mind the following points for the **EN summary**:

- Participants: Who was attending the training? (From which departments? ...)
- How did the implementation of the training schemes work? (What worked, what did not work?)
- Which modules / focus topics did you implement?
- How did the administrative staff perceive the training? (Has it been useful, fun, horizon broadening?) Please make sure to collect feedback.

5. FURTHER IMPLEMENTATION PROPOSALS

5.1. LABEL & CERTIFICATE

You may also want to **label your staff training**, e.g. as CULTURAL & CREATIVE INDUSTRIES ACADEMY. A label reflects seriousness and quality. STEBO will also provide you with a **template for a certificate (confirmation of participation)** which you can translate into your native language and hand out to your participants after successful completion of the CCI learning journey.

5.2. PUBLIC RELATIONS & PROJECT MARKETING

Make sure to publish your training and its documents to the widest audience possible. For that purpose, put your announcement/invitation as well as all documents (schemes, material, etc.) online. Please foresee such measures already in your training scheme (comp. also chapter 1.4. on state-aid condition).

The Learning Journey for administrative staff will produce really good pictures of curious, surprised and joyful faces. You should use this opportunity and consider **inviting local and/or regional press** to one or more stations of your learning journey. The story line could be: “Out of the box, when administrative staff meets the creative side of our city/region.” Once you established media relations, it could also be a starting point (for press staff) for an interview series with creative entrepreneurs from your region.

The Learning Journeys are also great for the **communication of our project**, so please inform STEBO before implementing the staff training and provide them with some photos for our common project communication.

6. ANNEX

6.1. ANNEX A: QUIZ FOR KICK-OFF

Here you can generate own questions and answers.

Example by PP2

1. How do creatives work?

Example for answers: A) From nine till five B) Flexible C) 24/7

2. Which musicians do you know from this region?
3. Which sub sectors belong to creative industries?
4. What do you think are the needs of creatives/CCI?

Example for answers: A) Affordable rents for offices / co-working-spaces / galleries / studios (B) knowledge about self-employment/freelancing C) realization of submarket-specific equipment (e.g. sound insulation, good floor conditions for dancers and performing artists, workshop stages to be equipped with scenery rehearsing, 24h usage D) flexible workplace models

5. What is the definition of CCI?
6. Why is CCI important for industrial regions?
7. What kind of product and services from CCI sectors do you know about in your region?
8. In which ways can administrative staff support CCI in your region?
9. What facts and figures from your region about CCI do you know about?

6.2. ANNEX B: PRESENTATION OF CCI

Our sister project CREATIVE SAXONY developed a standard template for introducing CCI. The template is structured into the following parts.

1. Definition
2. Sub Sectors
3. Core numbers (number of companies, GDP, labour market statistics, regional distribution, comparison to other business sectors)
4. Characteristics of CCI entrepreneurs and working culture
5. Effects of CCI with practical examples (urban development, innovation activities,

structural change etc.)

6. Examples of companies within the region

It is crucial that you provide not only **abstract numbers** but also **personal stories of entrepreneurs** and their business development.

Level 4 Professional Education

Facilitation

Mediator

Translator

Transition Management

Finance

Banks Look Different to CCI

Funding Schemes

LES MISERABLES

MANAGING A CULTURAL PROJECT WITH NO BUDGET

DATABASE

Awareness Marketing

Communication

Visibility

Information

Communication Techniques

(Digital) Storytelling

Empathic

Networking

Resilience

Crossing

Sharing

Vacant Places?

Sharing Ideas

A Central Organ

Inducci Project

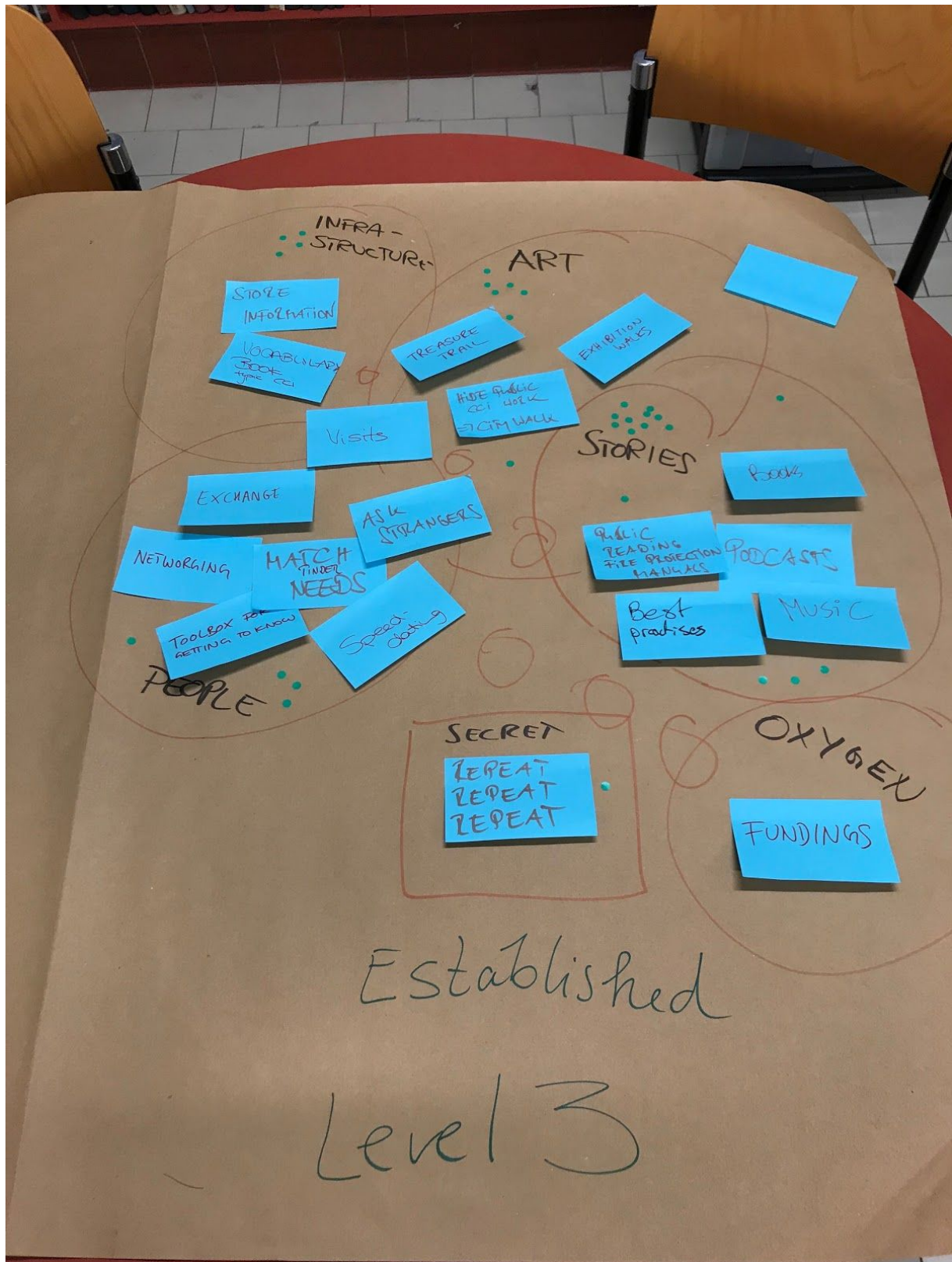
Sharing Ideas & Knowledge

Develop

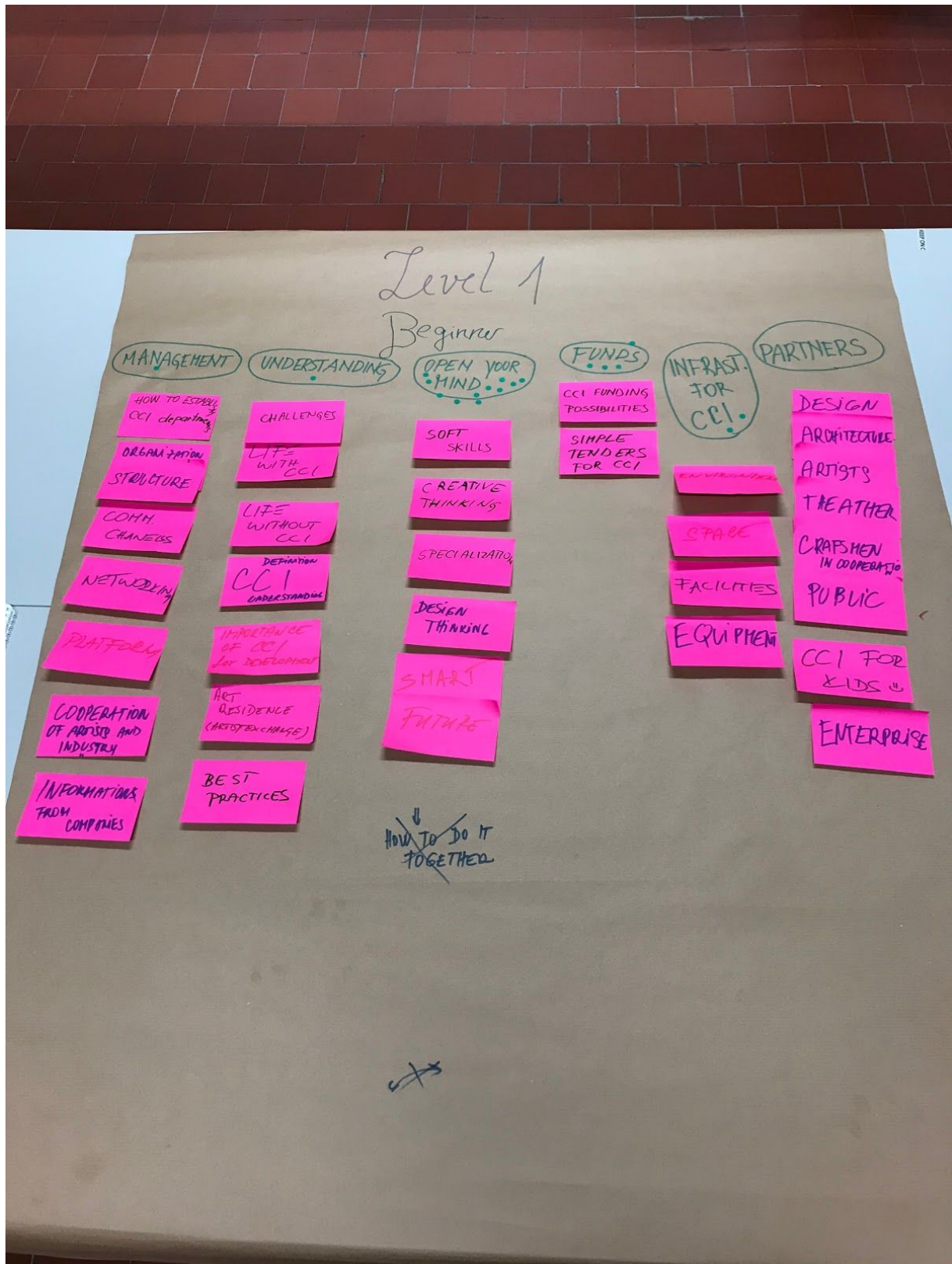
New

Idea









Level 1

Beginner

MANAGEMENT

UNDERSTANDING

OPEN YOUR MIND

FUNDS

INFRAST. FOR CCI

PARTNERS

HOW TO ESTABLISH CCI depending

CHALLENGES

SOFT SKILLS

CCI FUNDING POSSIBILITIES

DESIGN ARCHITECTURE

ORGANIZATION STRUCTURE

LIFE WITH CCI

CREATIVE THINKING

SIMPLE TENDERS FOR CCI

ARTISTS THEATRE

COMMON CHALLENGES

LIFE WITHOUT CCI

SPECIALIZATION

CCI TENDERS FOR CCI

SPACE FACILITIES

NETWORKING

DEFINITION CCI UNDERSTANDING

DESIGN THINKING

CCI FUNDING

CCI FOR KIDS

RESEARCH

IMPORTANCE OF CCI for nation

SMART

CCI FUNDING

CCI FOR KIDS

COOPERATION OF ARTISTS AND INDUSTRY

NOT BEST PRACTICES (ARTS EXCHANGE)

SMART

CCI FUNDING

CCI FOR KIDS

ENTERPRISE

BEST PRACTICES

INFORMATION FROM COMPANIES

How to do it together