



Implementation of cross-European staff mobility programmes and work-based internships

DELIVERABLE TASK 6.4



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1 EXECUTIVE SUMMARY

The specific challenges of task 6.4 with the objective of implementing a cross-European staff mobility program and work-based internships refer to the target group of “workers” in the railway industry.

Compared to students, apprentices, this target group has the fewest opportunities for mobility in a professional context, both in terms of external funding and internal availability. The decisive driver of the implementation of such programmes is therefore the motivation of the sending organization and managers as sponsors. We identified the “European Mindset” as basis for this: In the context of the Task 6.4 STAFFER Pilot Project “CCS+ Summer School”, the European Mindset shaped the common railway operator and infrastructure managers view of the ERTMS/ETCS system as major topic, which is currently being implemented throughout Europe.



After a successful initial run in 2023, the rail infrastructure companies DB InfraGo AG and Pro Rail B.V. ongoing act as organizing companies for the project, as well as other railway undertakings sending participants to the CCS+ Summer School 2024. The aim is to get a common understanding of the future challenges and the need of cross boarder cooperation regarding a European rail system based on the ETCS technology.

The goal of future efforts for more mobility programs must therefore be to establish a specific external financial support framework for this target group and to increase Europe wide acceptance as part of the EQF. Additionally, the establishment of a support framework in marketing, event management, networking and communication as STAFFER has provided in the pilot, would lower the hurdles of cross boarder mobility programs significantly.

2 APPROACH

2.1 Introduction

First, we want to say thank you to all our STAFFER partners and colleagues especially from Task 6.3 for the fruitful cooperation, the great ideas, the sparring, and their support during Task 6.4. Furthermore, we would like to thank the colleague from Pro Rail B.V. for the great work together with the colleagues from Deutsche Bahn InfraGO AG for having the CCS+ Summer School as STAFFER pilot project and the excellent work in the realisation of this STAFF Mobility Project for learners. It was great work in great times, and we enjoyed it very much. Our thanks go also to the members of the previous work packages as their results that were important to us for a base guideline to the Task 6.4.

In this report you will find a description of the journey the results, and the insights we have gained regarding the task at hand: Implementation of cross-European staff mobility programmes and work-based internships. Our approach was to be as concrete as possible and therefore our declared aim was not to create just templates and develop processes in theory, but to run a pilot project and gain first-hand practical experience.

We have succeeded in this and are very proud to present the results here in the form of a precise description of the objectives of Task 6.4 and the dedicated approach to give you an understanding of the structure, organisation, content and process of the pilot, which has provided us with so many insights for our objectives. Finally, we will show you the results and key findings from the pilot project and the recommendations on how and where steering measures make

sense in order to enable and accelerate the overarching goal of staff mobility in a single European railway area.

We would like to point out that our empirical investigation should be extended and deepened by further studies in order to consolidate the findings and broaden the knowledge base.

2.2 Aim of Task 6.4

Task 6.4 “Implementation of cross-European staff mobility programmes and work-based internships” is part of the WP 6 which task was to implement the training programmes developed in WP 4. The overall goal was: “Development of a framework/scheme for facilitating transnational mobility students [task 6.2], apprentices [task 6.3], trainees, or other staff groups in rail.”

In the detailed description Task 6.4 “Staff Mobility programme” is described in more detail to be designed for the different categories of workers/staff in the rail sector compared with students and apprentices:

“Therefore, it will focus on “reskilling”, that is it has the end of complementing, improving, and updating the pre-existent skills of workers. Such a programme will complement existing work internship programmes already available at some railway operators, infrastructure managers and suppliers by developing a standardised process for railway applicants to identify, apply for, and be accepted for, professional internships. This process will be supported by the project website, similarly to what said above for student mobility. The development of a pilot for the Staff Mobility programme will be considered.”

Due to the lack of existing programs in the rail industry, the aim was to find out why there is no market and which mechanisms are responsible for this. Which factors could be conducive and to verify these based on a pilot project and thus provide evidence-based guidance on how to succeed in creating a mobility market for staff in the single European railway area, as it is firmly established in the academic context, for example.

In addition, Task 6.4 prepared a plan to keep the programmes visible and online up to and beyond the project lifetime.

2.3 Task 6.4 approach to the STAFFER pilot project

Based on the preliminary work from WP 4, there were no specific indications of concrete programmes, which is why the task 4.4 report rightly criticized the lack of a suitable European platform for mobility programmes for employees. The lack of a market and its players has made it essential to carry out desktop research into which players are interested and how they can be found.

The inductive empirical search for programs took place centrally via the STAFFER partner network, both with industrial partners such as Siemens or Hitachi and with railroad companies such as DB, SNCF, ÖBB and others. After collecting the feedback from the companies, further cooperation with the industrial partners was put on hold, as there was insufficient interest or implementation possibilities due to regulatory concerns in the competition. The evaluation of the feedback from the rail employees revealed three possible cooperation projects that could be suitable for investigation regarding the project requirements specification as a STAFFER pilot project. Due to the project set-up limitations, one or more potential projects had to be self-funded or funded by external third parties; co-financing by STAFFER was not possible.

Overview of the three pre-pilot projects ideas:

SNCF – DB: To foster the cooperation and to improve the cross-border traffic between France and Germany by SNCF and DB in the region Strasbourg and Offenburg. The target group of the operational employees e.g. dispatchers will do a work shadowing with their colleagues at the other side of the boarder in a one- or two-day programme.

Železnice Srbije – ÖBB: A lack of labour force as well as the impact of the Ukrainian crisis on the transport market and the extensive work on the modernization of railway infrastructure, made the exchange of experience as well as good practice for the infrastructure manager domain interesting. As target groups train dispatchers, engineers, workers on the maintenance of rail infrastructure are in the focus.

DB – ProRail: Providing a 2-weeks education and training event - the CCS+ Summer School - on railway CCS/ERTMS (Command, Control and Signaling/European Rail Traffic Management System) and different formats of networking of peers shall enhance collaboration between the European rail infrastructure managers and help in establishing a European network of expertise and harmonization of education and collaboration within a single European railway area.

After several months research, establishing contacts and initiating ideas for mobility projects, the CCS+ Summer School emerged as the most promising of these three projects; the other two projects did not go further in the context of STAFFER. Therefore, in consultation with the two lead

coordinators/organizers DB InfraGO AG (DB InfraGO) and ProRail B.V. (ProRail - the German and Dutch railway infrastructure managers), the CCS+ Summer School was established as a STAFFER pilot project for Task 6.4.

3 CCS+ SUMMER SCHOOL AS STAFFER PILOT PROJECT

Development of the CCS+ Summer School from the overarching CCS+ Rail Education Programme

The CCS+ Summer School is part of the larger CCS+ Education Programme between DB InfraGo and ProRail with the goal: Intensifying already existing collaboration between DB InfraGO, ProRail and other European Infrastructure Managers on the deployment of ERTMS standard in Europe focussing in particular on identifying key knowledge, skills and competences that different staff groups as well as “Rail Newcomers” require. Building on the existing relationship in this context, the partners aim to involve interested (rail)partners, relevant education providers and institutions from other EU countries to create one European mindset for cross-border rail.

Expected results/outcomes:

- Establishing a European network of expertise and identifying needed knowledge and skills as well as Vocational Education and Training (VET) requirements for ERTMS.
- Establishing and institutionalising the education and training concept as a recognised form of education in the European railway sector.

This comprehensive educational approach, which will also include academic education in the future, was initially launched with a mobility education measure in September 2023, the CCS+ Summer School. The cooperation with STAFFER started from June 2023 on and in the early stage the analysis on motivation, drivers, impediments, and general project activities with respect of the initial run of CCS+ Summer School in 2023 were performed. At a later stage the CCS+ Summer School 2024 was provided with the STAFFER partner network, resources, and know-how, such as the STAFFER website as publication medium. The STAFFER partner wmp and Task 6.4 provided technical, organisational, and advisory support during planning and organisation, and during the application process for Erasmus+ funding playing a leading part.

3.1 CCS+ Summer School Target Group:

The following target groups are addressed by the CCS+ Summer School:

- Rail Newcomers of railway undertakings in the field of railway operation and infrastructure management, e.g. in the field of electrical technicians and engineering, railway technology and engineering, infrastructure engineering and traffic control with a master degree or a relevant bachelor degree and 1-4 years of experience in the field of ERTMS. Also non-technical professions in cross functions with the need of a detailed understanding are welcome.
- Instructors and specialists from ProRail, Railcenter, the Dutch national ERTMS programme (Programmadirectie ERTMS), DB (AG, InfraGO, Training) and Digitale Schiene Deutschland, universities as well as experts and of relevant railway sector organisations institutions: ERTMS Europe, European Railway Agency (ERA) to provide their knowledge to the Rail Newcomers.
- Further groups such as trainers, instructors and experts in the partner companies as well as other involved companies and organisations.

3.2 Motivation, needs and goals for implementing the CCS+ Summer School

ERTMS is a pan-European system that will be rolled out in the coming 20-25 years as the common standard of rail traffic control, command and communication in the field of signalling and traffic management in Europe. The goal is introducing a uniform train control and protection system that enables cross-border train traffic without the use of further national protection systems to make railway operation in passenger and freight transport more efficient, fluent and secure. Until now, every country/EU member state is developing its own 'dialect' of ERTMS and the applied systems are not always compatible. One of the barriers of ERTMS deployment is therefore the lack of coordination, exchange, and knowledge of human resources, i.e. skills staff of different occupational groups for the installation and ERTMS specific knowledge and more important missing standardisation as well as the European mindset for a single European railway area. Thus, would eliminate the need for every company to establish its own training concepts, methods, and contents. The Rail CCS+ Education Programme contributes to the establishment of the single European railway area.

3.3 Benefits for Railway Companies and Rail Sector

In the participating organisations of learners from infrastructure managers, railway undertakings and suppliers across Europe there is currently a lack of qualified staff to ensure the transition towards digital railway (of which ERTMS / CCS is a major part). By offering the CCS+ Summer School, the participants can engage in a European network of former participants as well as other experts and specialists that addresses current and new emerging issues around ERTMS deployment thereby establishing a European network of practitioners and creating the mindset of one European railway. This fosters the mobility of skills and knowledge cross Europe by creating a hub of expertise, professional exchange and further learning and training. A cross-border understanding of implementation of ERTMS in the different European countries will enable each participant to plan their projects/work more efficiently by drawing on the experience of the partners. It will also prosper the European mindset and increase working mobility within Europe as with a standardised training, the skills will be transferable to other railway companies.

3.4 Implementation of the CCS+ Summer School 2024 as STAFFER Project Pilot

3.4.1 Project Set Up and Organisation

DB InfraGO and ProRail ("partners") are the coordinators of the project and therefore have the overall responsibility for implementing the activities:

- Organising lectures and networking in Belgium, The Netherlands and Germany with relevant experts on ERTMS related topics with internal (DB and ProRail) and external academic/scientific or railway relevant institutions such as EIM, CER, ERJU, European Commission, DG Move; AGV Move, TUC Rail, Universities of Eindhoven, Twente, DELFT, ERTMS Netherlands, Dutch National Safety Authority ILT (Inspectie Leefomgeving en Transport), Gotha Test Site and Railcenter to involve experts and stakeholder in project learning activities and to increase the visibility of the project, disseminate information and promote it. In the 2024 edition FH Erfurt is the chosen third party in the implementation of the CCS+ Summer School.
- In relation to the learning event / CCS training, the partners identify and select potential learners, trainers and experts from different countries.



- Organize all logistical issues (transport, accommodation, food) and supporting by VISA applications.
- As the project coordinator, the partners are also responsible for the quality control of the training material developed and the products and results documentation.
- These national cooperation and networking will also be used to promote the project and disseminate information on activities, results and outcomes.

STAFFER Partner wmp consult and the co-leader/member of task 6.4 provide technical support to the project coordinators:

- Preparation of meetings, meeting reports and documentation, documenting results of the learning event, conducting surveys amongst stakeholder and meeting participants as well supportive activities in the context of networking, consulting in organisation of training events and necessary documents e.g. terms and conditions. wmp also supports the networking activities by establishing a database of ERTMS stakeholders, projects and VET programmes, at EU and national level (at least Germany and the Netherlands with the ambition to have more countries already involved).
- Promotion of the project and dissemination of results at international level, in particular via the STAFFER partnership with more than 30 partners (including railway undertakings in Austria, France, Italy, Luxembourg and major rail suppliers), associated institutions as well as EU institutions and training networks (e.g. the UIC, the International Union of Railways) and publication at STAFFER platforms like the STAFFER website (<https://www.railstaffer.eu/existing-rail-training-initiatives/>).
- Erasmus+ funding: As part of their STAFFER Partner activities wmp made a screening and mapping and figured out different funding options of railway-related projects by Erasmus+. As a result the CCS+ Education Programme was able to apply to the Erasmus+ “small-scale partnership in vocational education and training” with the STAFFER partner DB, wmp and their project partner Pro Rail. CCS+ Summer School is therefore as part of the CCS+ Education Programme also partly funded by Erasmus+, even when there is no direct funding anymore by Erasmus+ for the target group of employees/staff for learning and mobility.

Application

Programme	Erasmus+
Action Type	KA210-VET - Small-scale partnerships in vocational education and training (KA210-VET)
Call	2024
Round	Round 1

FIGURE 1 ERASMUS+ SMALL-SCALE PARTNERSHIP IN VOCATIONAL EDUCATION AND TRAINING

3.4.2 Didactics and Content

The didactic concept of the CCS+ Summer School is at the heart of the whole project and ensures the main learning/training activity to be a success. It consists of the following elements:

- Two weeks of training seminars with about 30 participants plus trainers, experts and lecturers taking place in Brussels, the Netherlands and Germany.
- The excursion to the InnoTrans, the leading international exhibition on rail, is one highlight to see latest technology and get a direct link to the theoretical learnings and an insight of the rail industry perspective.
- Lectures, group work, excursions, technical visits, assignments carried out by participants during and after the training seminar.
- Presenting the assignment results to a group of experts on international level.
- Inspiring visits of senior management to have an open discussion with the learners.
- Widening the knowledge of European Organizations and Processes in Rail as basis for national regulations.
- Focus on building an international network, both with group work/discussion and a side/cultural programme.

The content of the different training measures and events ensure together with the didactics, that the proposed learnings of staff mobility can be reached:

- Learners receive new knowledge about ERTMS and digital railways from company-level specialists as well as experts from academic institutions and further organisations.
- The training seminar will also provide them with additional information on how ERTMS is implemented by railway infrastructure managers in other countries.

- By carrying out group work, preparatory and follow-up activities, participants will also gain from the international character of the training and develop their “European Mindset”.
- All events can be used for networking with other participants and “Rail Newcomers” and build up an alumni network.

3.4.3 CCS+ Summer School Product Specification

Costs of Range of Services	
Costs total	
Regular price:	€ 5.000
Early bird discount 50% valid until July 1st, 2024:	€ 2.500
Specification of costs	
Costs for training and technical visit (early bird):	€ 2.000 (€ 1.000)
Costs for accommodation and travel costs (early bird):	€ 3.000 (€ 1.500)
Included	
Hotel, breakfast, lunch, travel during the two weeks, programs, entrance tickets	
Not included	
Travel from country of origin to Brussels	
Travel from Erfurt to country of origin	
Dinners outside the official program	

Key Facts Schedule of Activities	
Time schedule	Sept. 15 th to Sept. 27 th , 2024
Locations	Brussels (B), Amersfoort (NL), Erfurt (G)
Didactic formats	Lectures, workshops and assignments
Site visits	Trip to Test Site Gotha and InnoTrans Fair Berlin
Social programme	Evening events/ Meet the Management
Certificate	Certificate of Participation

3.4.4 CCS+ Summer School Programme Specification

Time Schedule	
15 th Sep.	Arrival at Brussels (B) and check in at the hotel
16 th /17 th Sep.	Visit and presentations EIM, European Commission, ERJU, EUG, CER and DB Move, AGV Move

17 th Sep.	Evening travel by train to Amersfoort (NL) and check in at the hotel
18 th - 20 th	Sep. Lectures given by professors/ teachers from the University of Twente, Technical University Eindhoven, Delft University. Hosted by Railcenter
19 th Sep.	Evening BBQ and meet and greet with top managers/decision makers from the Dutch railway industry
21 th /22 th Sep.	Travel by train to Erfurt (D) and check in at the hotel
23 th - 27 th Sep.	Lectures/workshops hosted by Erfurt University professors/ teachers and evening programme to be decided
25 th Sep.	Visit Innotrans in Berlin (D) travel by train
27 th Sep.	Morning - Wrap up, evaluation and finishing with lunch (end of programme)

3.4.5 Attendees

28 employees from Infrastructure Managers, Rail Industry and Rail Operators are part of the CCS+ Summer School 2024. Overall attendees of 13 companies from 12 European countries participate:





FIGURE 2 COMPILATION OF THE LOGOS OF THE PARTICIPATING COMPANIES



CCS+ Summer School 2024

- 28 participants
- From 12 European Countries
- Field of participants
 - Infrastructure Managers
 - Rail Industry
 - Rail Operators

Legend:

-  Country of participants
-  Country with programme

Company	Country
Banedanmark	Denmark
Deutsche Bahn AG	Germany
Finnish Transport Infrastructure Agency	Finland
Hitachi Rail	Romania
Infrabel	Belgium
Nederlandse Spoorwegen	Netherlands
Network Rail	Great Britain
ÖBB Infra	Austria
Pro Rail B.V.	Netherlands
Schweizerische Bundesbahn	Swiss
SNCF Réseau	France
Správa železnic, státní organizace	Czech Republic
Trafikverket	Sweden

3.4.6 Evaluation & Quality Assurance

The evaluation of the activities itself by the project team and the outcomes of the evaluation of attendees' feedback of the CCS+ Summer School 2024 events are collected and analysed. They are part of this delivery report paper.

Additionally, the results will be disseminated by the partners in their respective networks of infrastructure managing railway companies, EU organisations and institutions and transnational networks such as ERTMS user groups, Europe's Rail Partnership and associations such as CER

(Community of European Railway and Infrastructure Companies), EIM (European Rail Infrastructure Managers) or UIC (International Union of Railways).

Dissemination activities (via website, newsletters, in the context of sector-related meetings and events, etc.) contribute to the networking activities but also to the aim of developing a training and education format for ERTMS, getting potential supporters and sponsoring companies/institution.

4 RESULTS AND KEY FINDINGS (OF BLUE PRINT PILOT PROJECT ON STAFF MOBILITY FOR THE IMPLEMENTATION OF FURTHER INITIATIVES AND PROJECTS)

- The assessment from Siemens Mobility on the request of Task 6.4 - Implementation of cross European staff mobility programs and work-based internships was explicit:

“These work packages concern the rail supplier as work-based internship of existing staff could not be done by many reasons:

Exchange of current staff from supplier to supplier – competitive situation that bears a risk of acting against European law.

Exchange of current staff supplier to operator – customer situation that cannot be done by legal restrictions.

These points have maybe not been considered when Staffer was set up.”

Only the framework of a mobility program with a training context such as that offered by the CCS+ Summer School is therefore an area in which participation is possible for industrial rail companies, as the participation of Hitachi Rail employees illustrates. However, the other fields remain closed to rail suppliers for legal reasons. Rail suppliers have their own internal exchange and mobility programs for their employees, which are also internationally oriented, as most supplier companies are globally operating.

- In the evaluation of the feedback from the STAFFER partners, it became clear that mobility programs for learners are generally seen as a great appreciation and benefit for the workers/employees - especially if they are transnationally oriented. However, the time and costs involved are seen as comparatively high compared to other incentives and training measures and participation opportunities are therefore handled rather restrictively. Added to this is the necessary professional justification in a supranational context, which most workers/employees do not have. This would also explain why there



is hardly any supply due to low demand. Nevertheless this is a view of companies which did not realize yet that they are operating in an European market.

- The initiation of measures for mobility programs and work-based internships requires a professional need/motivation as enabler. The example of the CCS+ Summer School makes this very clear: only the need to create a technical-organizational single European railway area via ERTMS created a need for a common supranational perspective and skills, which encouraged the specialist departments at DB and Pro Rail to create their own specialist offer, as this did not exist on the market. It is important to emphasize that technical departments are not an event or training organisations. They usually do not have the personnel, organisational or, for example, IT technical resources to operate this type of “product”. Their task within the company is the specialist line function. This leads to the second central influencing factor that must be present, the support and sponsorship of the p management: Bernd Elsweiler and Paul Hendriks, the two managers responsible for the specialist departments dealing with Command, Control & Signalling, saw the need and thus developed an independent motivation to create a project structure for the implementation of the CCS+ Summer School in parallel to their line tasks. However, this also illustrates the vulnerability of such initiatives, which either do not come into being at all because the necessary constellation of need/motivation and/or sponsorship by top management was lacking, as we saw with the other two project candidates (SNCF-DB and ŽS-ÖBB), or there is a lack of organisational anchoring in the longer term.
- Professional cooperation across national borders, as it is the case with internships or job shadowing, always has labor law implications that must also be taken into account (general working conditions, tax assessment, security and safety-related aspects, etc.). The expertise here lies with the (central) HR departments of the companies. So far, however, they have focused almost exclusively on apprentices or students when it comes to mobility. The target group of workers/employees receives little, if any, selective attention, which is also reflected in the low organisational anchoring. However, the specialist departments would urgently need the cooperation of the HR departments in an advisory and supportive capacity if the projects were to be implemented.
- In addition to the factors of need/motivation and sponsorship, an examination of the CCS+ Summer School revealed three further key factors for the successful implementation of mobility programmes: secure funding, operational organisation, and a functioning business network.

Funding: Funding has several facets; on the one hand, it consists of the indirect costs of the implementing project organisation, the direct costs of the event and budgeting at the





participating organisations, as well as the mutual settlement of payment flows. Also the willingness to allow employees to leave their regular work for two weeks to participate in this educational and networking event. The probability of realisation increases significantly if the total costs can be reduced through external funding. At this point, wmp was able to make a key contribution from STAFFER by analysing funding opportunities and providing advisory and operational support in the application process for Erasmus+ funding, which was covering part of the costs.

Organisation: The planning and implementation of complex presence measures in large companies generally require a high degree of organisation and professionalisation with know-how, processes, and IT systems. In the CCS+ Summer School, Task 6.4 co-lead was able to support the development of the necessary know-how and processes through its training background as a line function in DB's training organisation. The IT system component (besides the webpage) could still be neglected at this point due to the singularity. But in the long run the need must be addressed by regular services e.g. for application, communication and invoicing.

Business Network: The success of a complex cooperation project such as the CCS+ Summer School when it 'enters the market' depends on the visibility and credibility of the organisers. A good network provides both, it ensures that the right people hear about it at the right time via platforms, word of mouth or events. At the same time, the network signals the seriousness of the project. As STAFFER partners had got to know each other over several years and the CCS+ Summer School had been selected as a Pilot for Task 6.4, the trust in this educational programme was there from the outset; for people outside the network, the publications on platforms such as the STAFFER homepage have a similar effect (<https://www.railstaffer.eu/existing-rail-training-initiatives/>). The same applies to the network of the two organisers Pro Rail and DB.

5 RECOMMENDATIONS

The recommendations that have resulted from the experience of Task 6.4 address several levels, the workers/employees, the companies, supranational railway organisations and the level of the European Union itself. This is primarily since interests, resources, responsibilities and decisions are located at different levels and only a holistic view and interaction will lead to the best results.



At the first level are the workers/employees themselves. Compared to students and apprentices, this target group has the fewest opportunities for mobility in a professional context, both in terms of external funding and internal availability. At this level, the responsibility of companies is to create more incentives and opportunities for mobility in a work context. As we have seen, technical projects and line tasks are the basis for mobility in our sector, and greater efforts are needed to combine the challenges of a single European railway area with the mobility of employees. On the one hand this requires a European mindset at the level of the managers, shared on the company level, and on the other hand, they need an organisational and legal framework to initiate such measures so that these measures are not solely the responsibility of the managers' personal commitment. Companies with clear European objectives and therefore also the HR and Legal departments are required to create the framework conditions; for the supplier, the framework goes even further and concerns, for example, European competition law. The third level supranational organisations such as the UIC/UNIFE/CER, the relevant EU authorities, or agencies such as Erasmus+ must work hand in hand to create the framework to establish a specific external financial support for the target group and companies to increase Europe wide acceptance of mobility as part of a career path and therefore part of the EQF. Additionally, the establishment of an institutionalised platform to support in marketing, event management, networking and communication as STAFFER has provided in the pilot, would lower the hurdles of cross boarder mobility programs significantly. A single point of contact that coordinates these different levels and provides expertise, transparency and access as an advisory organisation would be the next logical step for the further development of yet unused potential for transnational cooperation in the rail sector.