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Industrial Internet of Things
VET Network



IOTNET PROJECT

Handbook of IloTNet policies, processes, and procedures

WP 3, Deliverable 3.4

Prepared by: TUCEP, IT

February 2020

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1. Introduction

This document includes the policies for a successful set up and operation of the IIoTNet and it applies to all its members. Currently, the contents of the Handbook is incomplete as two policies will be added in due time: Organizational structure policy and Communication policy.

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| | |
|-----------------------|---|
| Name of Policy | CODE OF ETHICS |
| Description of Policy | to guarantee professional ethics |
| Policy applies to | <input checked="" type="checkbox"/> IIoT VET NET- wide <input type="checkbox"/> Specific (<i>outline location, campus, organisational unit, etc</i>) |
| | <input checked="" type="checkbox"/> Staff only <input type="checkbox"/> Trainers only <input type="checkbox"/> Trainees only <input type="checkbox"/> Staff and trainers <input type="checkbox"/> All |
| Policy status | <input checked="" type="checkbox"/> New policy <input type="checkbox"/> Revision of existing policy |

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| Approval authority | |
| Governing authority | |
| Responsible officer | |

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|---------------------------------|--|
| Approval date | |
| Effective date | |
| Approval date of last revision | |
| Effective date of last revision | |
| Date of policy review* | |

**unless otherwise indicated, this policy will still apply beyond the review date*

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| Related legislation, policies, procedures, guidelines and local protocols | |
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1. Purpose

A code of ethics sets out an organization's ethical guidelines and best practices to follow for honesty, integrity and professionalism. It addresses the organization's broad moral standards. Most codes of ethics are values-based. This means they outline the standards of acceptable conduct when dealing with customers, clients, suppliers and the community at large. A primary purpose of a code of ethics is to maintain integrity in public interactions and protect the organization's reputation. The code enables an organization to integrate ethical values into its organizational culture. The values addressed internally and in external relationships can dictate the expectations a business has of its representatives.

A well-written code of conduct clarifies an organization's mission, values and principles, linking them with standards of professional conduct. The code articulates the values the organization wishes to foster in leaders and employees and, in doing so, defines desired behaviour. As a result, written codes of conduct or ethics can become benchmarks against which individual and organizational performance can be measured.

A code of ethics goes beyond legal standards, which employees are required to abide by whether expressed or implied in their roles. If an organization chooses to enforce a code of ethics, however, then it may impose some kind of sanction if the code of ethics is broken. These sanctions can include warnings, training and improvement programmes - or even termination.

2. Scope/Application

This guidance applies to all representatives of the organization. It is neither intended to nor does it create any contractual relationship between an employee or contractor and the organization. Once printed or duplicated, this policy is not a controlled document. The most up-to-date version of the policy exists in electronic form on the Corporate Policy website.

3. Policy Statement and Principles

It is the policy of network to permit the use of social networking services in accordance with this guidance in order to inform, communicate and engage with all of our stakeholders. These types of communication platforms can support the successful operations of the network when properly used in accordance with network's policies and applicable laws.

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1. RESPECT: We respect our users and their opinions and pay attention to a respectful exposure to players among themselves.
2. OBJECTIVITY: We welcome relevant content and objective criticism.
3. ACCESSIBILITY: We respond quickly and appropriately to direct questions, suggestions and criticism.
4. CREDIBILITY: We stand with our public statements and opinions in all conscience for transparency and credibility.
5. HONESTY: We deal with errors openly and do not conceal them.
6. LEGAL: We respect the rights of our users as well as the rights of uninvolved third parties, in particular copyrights, privacy rights and data protection.

4. Roles and Responsibilities

The network administrator is the custodian of the policy and is responsible for following the code of ethics and its principles.

5. Review

This policy can be changed at any time by organization in its sole discretion.

6. Glossary of Terms/Definitions

4.1 **Social Networking** – Social Networking covers social interaction on the internet, including the dissemination of content created using highly accessible and scalable publishing techniques. Examples include Internet Forums, Blogs, Chat Rooms, Wikis, Podcasts, Twitter, Mashups, Facebook, LinkedIn, MySpace, Plaxo, Jigsaw, Orkut, Nexopia, BeBo and You Tube.

4.2 **Protectively Marked** – Documents that have been designated as requiring special handling by the Network, governmental authorities or pursuant to agreements with third parties. Examples include: Company Private, Competition Sensitive, Controlled Unclassified, Proprietary Information, Commercial in Secret, Trade Secret, Confidential, Secret and Top Secret.

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| Name of Policy | DATA PROTECTION AND CONFIDENTIALITY POLICY, INCL. COPYRIGHT POLICY, INFORMATION SECURITY POLICY |
| Description of Policy | Protection of intellectual property; Commercial brand; Commercial Patent secret; Personal data protection |
| Policy applies to | <input checked="" type="checkbox"/> IloT VET NET- wide <input type="checkbox"/> Specific (<i>outline location, campus, organisational unit, etc</i>) |
| | <input type="checkbox"/> Staff only <input type="checkbox"/> Trainers only <input type="checkbox"/> Trainees only <input type="checkbox"/> Staff and trainers <input checked="" type="checkbox"/> All |
| Policy status | <input checked="" type="checkbox"/> New policy <input type="checkbox"/> Revision of existing policy |

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| Governing authority | |
| Responsible officer | |

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1. Purpose

The General Data Protection Regulations (GDPR) replaced the Data Protection Act on the 25th May 2018 and is similar to the Data Protection Act in that it protects the use of information that identifies individuals.

Data Protection and Confidentiality are legal requirements. The purpose of this policy is to ensure that personal data and information held and processed, is handled in a safe and secure manner which complies with legislation and best practice relating to data protection and confidentiality. Any personal information which is provided to us in the course of work should be processed and stored in accordance with the Data Protection Act.

Confidentiality is a broader concept than data protection but there is overlap between the two areas.

- Confidentiality refers to all forms of information including personal information about people using services or employees or volunteers, information about the organisation, for example, its plans or finances and information about other organisations, whether the information is recorded or not.
- Data protection concerns only personal information which is recorded, whether this be in electronic or manual format.

Data Protection should not be seen as a barrier to processing and sharing information – as long as a defined “legal basis” has been identified and recorded.

GDPR/DPA 18 brings in a new “principle” of “transparency and accountability”. This means that Data Controllers have to ensure that Data Subjects are aware of the processing of their personal data – and this information is readily available to them.

The company must restrict access to confidential and sensitive data to protect it from being lost or compromised in order to avoid adversely impacting our customers, incurring penalties for non-compliance and suffering damage to our reputation. At the same time, we must ensure users can access data as required for them to work effectively.

It is not anticipated that this policy can eliminate all malicious data theft. Rather, its primary objective is to increase user awareness and avoid accidental loss scenarios, so it outlines the requirements for data breach prevention.

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2. Scope/Application

This data security policy applies all customer data, personal data, or other company data defined as sensitive by the [data classification policy](#). Therefore, it applies to every server, database and IT system that handles such data, including any device that is regularly used for email, web access or other work-related tasks. Every user who interacts with company IT services is also subject to this policy. Information that is classified as Public is not subject to this policy.

This policy applies to those members of staff that are directly employed by the company and for whom the company has legal responsibility. Further, this policy applies to all third parties and others authorised to undertake work on behalf of the company.

For the purposes of this policy, confidential information shall include any confidential information relating to the company and/or its agents, customers, prospective customers, suppliers or any other third parties connected with the company and in particular shall include, without limitation:

- Service user information;
- ideas/programme plans/forecasts/risks/issues;
- trade secrets;
- business methods and business design;
- finance/budget planning/business cases;
- prices and pricing structures;
- sources of supply and costs of equipment and/or software;
- prospective business opportunities in general;
- computer programs and/or software adapted or used;
- policy advice and strategy;
- corporate or personnel information; and
- contractual and confidential supplier information.

3. Policy Statement and Principles

Often a part of a broader information security policy or privacy policy, a data security policy addresses such topics as data encryption, password protection and access control. However, the goal is not limited to describing security measures; a data security policy also works to show the company's commitment to meeting compliance requirements. In particular, the policy needs to outline organizational measures for protecting sensitive and critical data, such as personal information. The

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policy also needs to explain the roles and functions in the data protection process, such as the responsibilities of the data protection officer (DPO) for GDPR compliance.

The current DPA defines eight **Data Protection Principles/GDPR Article(s)**:

Principle 1 – Personal information shall be processed fairly and lawfully and, in particular, shall not be processed unless specific conditions are met.

Principle 2 – Personal data shall be obtained only for one or more specified and lawful purposes, and shall not be further processed in any manner incompatible with that purpose or those purposes.

Principle 3 – Personal data shall be adequate, relevant and not excessive in relation to the purpose or purposes for which they are processed.

Principle 4 – Personal data shall be accurate and, where necessary kept up to date.

Principle 5 – Personal data processed for any purpose or purposes shall not be kept longer than necessary for that purpose or those purposes.

Principle 6 – Personal data shall be processed in accordance with the rights of data subjects under this Act.

Principle 7 – Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data.

Principle 8 – Personal data shall not be transferred to a country or territory outside the European Economic Area unless that country or territory ensures an adequate level of protection for the rights and freedoms of data subjects in relation to the processing of personal data.

4. Roles and Responsibilities

Data controller: determines the **purposes** for which and the **means** by which personal data is processed. So, if your company/organisation decides ‘why’ and ‘how’ the personal data should be processed it is the data controller. Employees processing personal data within your organisation do so to fulfil your tasks as data controller.

Data processor: processes personal data only **on behalf of the controller**. The data processor is usually a third party external to the company.

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Data Protection Officer: The DPO is required as part of the changes to the DPA under GDPR regulations. The DPO's role is to inform and advise the company and its staff about their obligations to comply with the GDPR and other data protection laws. They are required to monitor compliance with the GDPR and other data protection laws, including managing internal data protection activities, advise on data protection impact assessments; train staff and conduct internal audits.

5. Review

This policy shall be regularly monitored and reviewed, at least every two years.

6. Glossary of Terms/Definitions

Definitions

- **Access control list (ACL)** — A list of access control entries (ACEs) or rules. Each ACE in an ACL identifies a trustee and specifies the access rights allowed, denied or audited for that trustee.
- **Database** — An organized collection of data, generally stored and accessed electronically from a computer system.
- **Encryption**—The process of encoding a message or other information so that only authorized parties can access it.
- **Firewall** — A technology used for isolating one network from another. Firewalls can be standalone systems or can be included in other devices, such as routers or servers.
- **Network segregation** — The separation of the network into logical or functional units called zones. For example, a zone for technical support and another zone for research, each of which has different technical needs.
- **Role-based access control (RBAC)** — A policy-neutral access-control mechanism defined around roles and privileges.
- **Server** — A computer program or a device that provides functionality for other programs or devices, called clients.
- **Virtual private network (VPN)** — A secure private network connection across a public network.
- **VLAN (virtual LAN)** — A logical grouping of devices in the same broadcast domain.

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- **Data classification policy** is primarily concerned with the management of information to ensure that sensitive information is handled well with respect to the threat it poses to an organization.
- **Personal data:** any information relating to an identified or identifiable human being. This person is called “concerned person”.
- **Concerned person:** a natural person who can be identified directly or indirectly, in particular by reference to an identifier, such as a name, an identification number, location data, an online identifier, or to one or more elements that are specific to his physical, physiological, genetic, psychological, economic, cultural or social identity.
- **Processing manager:** physical or legal person, public authority, service or any other organization which alone or in conjunction with someone else determines the purpose (the “why?”) and the ways (the “how?”) of the processing.
- **Subcontractor:** physical or legal person, public authority, service or other organisation which processes personal data on behalf of the controller.
- **Data controller:** determines the **purposes** for which and the **means** by which personal data is processed. So, if your company/organisation decides ‘why’ and ‘how’ the personal data should be processed it is the data controller. Employees processing personal data within your organisation do so to fulfil your tasks as data controller.
- **Data processor:** processes personal data only **on behalf of the controller**. The data processor is usually a third party external to the company.
- **Data Protection Officer:** The DPO is required as part of the changes to the DPA under GDPR regulations. The DPO’s role is to inform and advise the company and its staff about their obligations to comply with the GDPR and other data protection laws. They are required to monitor compliance with the GDPR and other data protection laws, including managing internal data protection activities, advise on data protection impact assessments; train staff and conduct internal audits.



| | |
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| Name of Policy | INTERNATIONAL COOPERATION POLICY |
| Description of Policy | |
| Policy applies to | <input type="checkbox"/> IIoT VET NET- wide <input type="checkbox"/> Specific (<i>outline location, campus, organisational unit, etc</i>) |
| | <input type="checkbox"/> Staff only <input type="checkbox"/> Trainers only <input type="checkbox"/> Trainees only <input type="checkbox"/> Staff and trainers <input type="checkbox"/> All |
| Policy status | <input type="checkbox"/> New policy <input type="checkbox"/> Revision of existing policy |

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| Approval authority | |
| Governing authority | |
| Responsible officer | |

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1. Introduction

International cooperation does not only occur as traditional diplomacy between nation-states; it has long been recognised to be a [multi-actor](#), [multi-mechanism](#) and [multi-level process](#). The concept of international cooperation recognises that non-state actors—such as nongovernmental organisations, companies, VET providers, or individual persons—can be actors of public steering (for example, creating public policy) beyond advocacy or expertise provision.

Networks as forms of social organisation have been present and developing in many different disciplines of international cooperation. The [central idea](#) behind this network is that, in order to achieve their goals, autonomous, but interdependent actors (organizations) need to work together to complementarily mobilise policy resources in situations in which these resources are widely dispersed—either domestically, regionally, or internationally.

There are a [number or reasons why](#) an organisation can choose to become internationally active and cooperative. For example, they can gain access to [new and important knowledge](#) through international networking; they have the chance to learn from other organisations, to [benchmark their performance](#), to exchange new ideas and to be more innovative. By gaining this knowledge, these internationally active organisations tend to be [more competitive](#) and develop more rapidly. They continually improve and deliberately choose to compete with the best organisations in order to eventually [become forerunners](#) themselves.

International cooperation contributes to the [development of new skills](#) for the staff and learners of an organisation. Cooperation broadens the horizon and thinking of the staff involved. It contributes towards the enrichment of their knowledge and skills, either through [formal learning](#) measures such as training, seminars, traineeships and job shadowing, or through [non-formal learning measures](#) such as participation in consortia, conferences, meetings and visits. Staff and learners also have the opportunity for gaining experience abroad participating in international mobilities which offers EU; it acts as a significant [motivator](#) for staff within an organisation.

Cooperation among international organisations also provides opportunity to access [new sources of funding](#), new markets or develop new products and services. And last, but not least, development in the international arena has a [positive influence on an organisation's reputation](#).

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2. Purpose and objectives

Any international cooperation describes **interactions** to achieve **common objectives** when actors' preferences are neither identical nor irreconcilable. The emphasis here is on the fact of interactions and a common objective. Interactions happen between different types of actors (i.e. not only companies or VET providers, but also transnational actors, such as various networks and international organisations) and on various scales (bi- and multilateral, regional, global, etc.). The **main common objective** of the international cooperation is to promote and strengthen IloTNET, to which each member participates by voicing ideas, suggestions and criticism in an open, honest, and productive way. This large objective can be broken down in a number of **smaller aims**:

- To further the Body of Knowledge of IloT;
- To share information thus helping countries to advance their economies;
- To promote international mobility and a wider view on technological advancements;
- To make education on IloT available and the top priority for all stakeholders (members);
- To create honest and ethical practices that will promote the growth of network, and that will enhance the reputation of each stakeholder and network generally;
- To educate the network members and to organize meetings to ensure adequate organizational communication, and to get everyone's input in running the network;
- To get involved in common projects with other network members and other organizations, and local and progressive businesses in order to develop certain organization and network generally;
- To help develop each network member's respective sector;
- To support the smooth running of the network through in-kind and financial donations, and volunteer work.

In order to achieve those aims and objectives, a **number of approaches or strategies** can and will be exploited. For example, **various synergies** can be created, taking concrete steps at national levels to improve liaison and collaboration between various actors involved in the Network and international cooperation.

At the national level, the Network members should ensure that the implementation of any policies or regulating **documents is harmonised** wherever possible, allowing allow each member to take a more integrated approach to meeting its international and regional cooperation obligations.

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Next, the adoption of formal [Memoranda of Understanding](#) between various actors across different sectors should be actively promoted with the view to participate and expand regional/national initiatives in the field of IIoT, to seek and to offer international assistance in the field, as well as to share information and expertise, particularly via international mobilities. In fact, it is [the key to the Network achieving its mission](#)—to find new ways to increase the sharing of this knowledge resource, either by direct teaching or training people (trainers). This information and knowledge sharing is vital as it will:

- increase the popularity of vocational education and training among young people;
- raise the value of mastery and help motivating learners;
- promote cooperation among countries;
- encourage cooperation between employers and educational institutions;
- raise the profile of vocational training;
- promote the development of trainees' professional competences;
- develop trainees' (students, staff, other professionals) creativity, initiative and cooperation;
- raise the productivity of the respective companies.

3. Policy Statement and Principles

This policy is aimed to provide assistance to both members of the Network and organizations/persons wishing to become members. It applies to all members but it is non-binding in its nature; rather, it is developed to provide guidance and steer the members to success in their international dealings. International cooperation can take many forms, which makes it impossible to include them all in this policy.

There are three main sets of principles described in the policy—first, a set of broad principles aimed to help with setting up the structure of international cooperation in a step-by-step way; next, a number of principles are listed that can be applied to international mobilities to aid the implementation of the aims of the Network; and last, some guidance with regard to sustainability of the cooperation, both internal and international, is provided.

3.1. International Cooperation

It is not always easy and simple to open up the organisation and enter the international arena. However, it is becoming increasingly compelling to do so, as digitalization opens up the markets and This project has been funded with support from the European Commission. This publication reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



societies and—in order to compete and to develop—any organisation must grow and become internationally engaged. Therefore, this policy provides the guiding steps (Figure 1) for an organisation that has no previous experience in international cooperation, or wishes to expand its international dealings.

Figure 1



These principles are derived to an extent from Europeanisation project *[reference needed in footnote]*

1. Create **reasonable expectations** of future interaction. The organization should assess carefully and thoroughly its possibilities with regard to input into and needs with regard to expected results from international cooperation. Particular attention should be paid to resources, both financial and human. In terms of reasonable expectations it helpful to review and update SWOT analysis of the organisation, on a regular basis.
2. Gain the **support and acceptance** of the staff. It helps greatly to succeed on the international arena if the organisation recognises the importance of the motivation of staff internally.
3. Prepare your organisation for **international cooperation and accounting**. Specific rules for accounting may apply in different countries, particularly where any EU funding is concerned.
4. Establish appropriate international **communication channels**. The organisation should designate a contact person for communication, paying particular attention not only to that persons' interests and motivation, but also foreign (English) language skills. The contact person often acts as a liaison officer between the international partner and own leaders and staff, not all of whom are necessarily on board with the international development.
5. Encourage **innovation** in your organization. International cooperation often requires the ability to compromise and act outside the usual business parameters. Hence, innovative solutions are

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- often of help in terms of both dealing internationally, and being able to process the international input.
6. Find reliable international [partners](#) (organisations or Networks, etc.). The more an organisation becomes involved internationally, the easier to identify reliable partners, particularly when searching outside the IloT Network. First, the concept of asking and receiving references works well on an international level, and, second, with experience it becomes easier to identify possible problems with regard to a new potential partner.
 7. Start [negotiation](#). Here, it is crucial that the organisation has performed step 1, as compromise will be required frequently and it is important not to lose the main aim of that particular international cooperation measure.
 8. Sign a [Memorandum of Understanding](#). This will help to avoid misunderstandings and provide security in terms of achieving the expected end result.
 9. [Act](#) on it, following the guidelines set in this policy. The daily work of implementing any international cooperation measure requires patience and open-mindedness, as it is not always straightforward to deal with people coming from different backgrounds, both privately and company-wise.

3.2. International Mobilities

To ensure consistent quality of international mobilities, a number of principles should be followed. These have been put to the test in the [practical experience](#) of the current Network members, who have implemented mobilities for many years. They are not meant to be strictly binding; rather, they provide a [path for following](#) to ensure the required quality. Following these principles will help any organisation to execute high quality mobility projects, as they correspond to the principles derived by the Youth Partnership (between European Commission and the Council of Europe in the field of youth).

The following guidelines are provided for ‘project organisers’ who can be many different people in a variety of roles and positions. A wide variety of international mobility projects are covered, ranging from school exchanges, worker mobility, vocational apprenticeships etc. Because of this rather broad scope, some principles will be more relevant in some contexts, and less relevant in others.

1. The mobility has [clear learning objectives](#); these should be known to all the people involved in the project, most importantly to participants. They need to be communicated clearly with the host party. Specific objectives or learning outcomes need to be identified.

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2. The mobility **fulfils the needs** of the organisations, both the sending and the receiving organizations. Different stakeholders of the organisations, specifically management and the staff involved, should support the mobility project—it is an opportunity for professional and strategic development and provides added value for both organisations.
3. The type of **learning is adapted** to fit the profile of the participants and to achieve the learning objectives identified. Organisers can choose from the variety of mobility opportunities according to the profile and the needs of the target group.
4. The organisers formulate **indicators for assessing outcomes** together with participants. Monitoring the success indicators from the beginning will allow to make future mobility project improvements.
5. **Clear information** about the mobility and conditions for participation (before the application to participate) is provided. Information should be communicated through channels appropriate to the nature and needs of the specific target groups. Participation in the mobility project should always be voluntary.
6. **Selection criteria and procedures** is unambiguous and transparent. The criteria is used objectively to select the most suitable participants for the activity. It is a good practice to provide to the unsuccessful applicants a clear feedback on why they were not selected.
7. The organisers ensure that the **resources are adequate** to reach the objectives. That is, the organisers ensure that is a realistic match between the human, physical and financial resources, the timeframe available, the activities, the needs of participants and the objectives.
8. Persons involved in the mobility **co-operate in a positive partnership**. Both the sending and the hosting partners communicate transparently and in a timely fashion, share responsibilities, agree on a process on how to change things. They should be willing to compromise in the interest of the participants.
9. The organisers arrange **practicalities** well in advance and inform participants about them in a timely manner. The organisers take care of practicalities, such as travel, accommodation, social security and insurance, and inform participants well before departure. Participants receive a proper preparation before departing on mobility.
10. The **methodology and methods** used are appropriate for the participants to reach the learning objectives. The activities for participants are tailored to their capacities and skills. The organisers put in place a process for participants to share feedback. The organisers review the learning objectives and methods and adapt them to the changing needs of participants and to any changes in the circumstances.
11. The organisers ensure **adequate support** during the project. Participants should be well aware of these available support structures and how to access them.

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12. The learning **outcomes are evaluated** at project and individual level; they can also be assessed in a short-term and long-term perspective in the whole context of the organisation. Learning outcomes are evaluated both for the project as a whole and for individual participants. Such evaluation compares the participant's starting point and the impact of the project on the individual.
13. All achievements are **documented and recognised**. Participants receive proof of participation. The organisers assist participants to document the learning outcomes and achievements from the project.
14. Organisers **capitalise on the outcomes** of the project for it to have a wider impact. During the implementation, organisers and participants take measures to increase the visibility of the project. Organisers and participants consciously capture the results that can be exploited. Good practice is documented and shared. The organisers reflect on how the mobility project fits the wider strategic development of the organisation.

3.3. Ensuring sustainability

In order to ensure the sustainability of the IloT Network and the cooperation among its members, the following set of principles should be borne in mind.

1. Actively **increase cooperation** between organizations from different sectors, promoting the development of the network as a whole.
2. Develop **joint ventures, trading systems** and other business models to cooperate with stakeholders of the network on an international level.
3. Facilitate capacity for **entrepreneurial development, innovation** and **business intelligence**. It includes conducting market research, assessing the competition, providing technical assistance, and other information to ensure that workers are competitive in the types of IloT products offered, quality assurance, development of new products, forecasting, in their respective markets, to facilitate sectoral organizing and marketing. It will also allow the creation of innovative solutions to problems.
4. Develop a **marketing campaign** to disseminate information about the IloT network and its importance. This would include videos, radio, cable and television advertising, publications in local and national media.
5. Develop **programmes** to educate more organizations and youth about IloT and aim to integrate the target audience in the network.
6. Develop **financing structures** to help start-ups and to maintain and expand existing stakeholders. This includes fundraising, starting or supporting loan funds, seeking foundation support, and/or creating a foundation.

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7. Aim to become a **stable social partner** and get involved in developing appropriate government strategies. Become involved in the legislative work on local, state, and national levels. Work towards receiving tax reliefs, and mandating current government business assistance. Network members should actively lobby the states to create laws that support the operation and affairs of the network. It is important for organizations that represent international cooperation to be at the discussion table to ensure that the content of these legislations respond to the special features and needs of the network.

4. Roles and responsibilities

One of the objectives of the international cooperation is to increase quality mobility within vocational education and training (VET) and to support international cooperation among members of the IloT Network. This is achieved in an interaction between the stakeholders, sending and host organisations, and individuals (Figure 2).

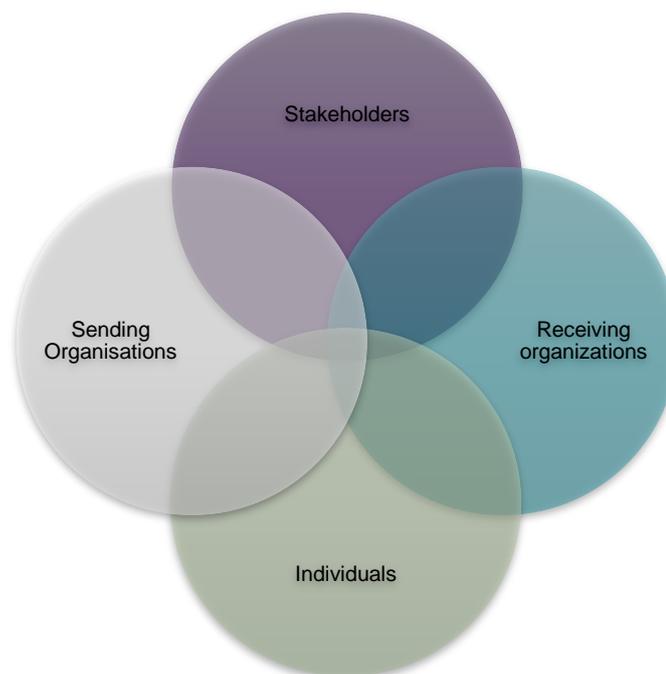


Figure 2

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The roles and responsibilities of stakeholders are identified below and they have been drawn up in close line with the Erasmus+ VET mobility quality commitment currently in use in European mobilities.

\All stakeholders involved in the IIoT Network (incl. organizations, workers, learners etc.) would have the following main tasks and responsibilities:

- To respect each other by listening and responding collaboratively to ideas, opinions, and feedback;
- To demonstrate the highest level of integrity and accountability by being honest and keeping our commitments to each other;
- To foster innovation by seeking, giving, and receiving creative input from one another;
- To define the envisaged learning outcomes in terms of knowledge, skills and competences to be developed;
- To sign a Memorandum of understanding with the partner;
- To establish appropriate communication channels and make these clear to all stakeholders;
- To agree monitoring and mentoring arrangements;
- To evaluate the progress of the partnership on an on-going basis and take appropriate action if required;
- To arrange and document the assessment of the learning outcomes, picking up on the informal and non-formal learning where possible; recognize learning outcomes achieved during the mobility;
- To look for and attract sponsors to finance organized activities, if necessary;
- To ensure the participation of representatives in the discussions, work-groups and other meetings, dealing with matters related to the subject of partnership;
- To inform the partners immediately about the conditions that can affect the cooperation and further fulfilment of the tasks.

Sending organization in an organization that sends trainees (staff, students, teachers, and other professionals) to participating countries, as well as organizes teaching, training, learning activities. The main tasks and responsibilities of a sending organisation are:

- To select the appropriate target country partner, mobility duration, and mobility content to achieve the desired learning objectives;
- To select the participating trainees by setting up clearly defined and transparent selection criteria;
- To define the envisaged learning outcomes of the mobility period in terms of knowledge, skills and competences to be developed;

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- To prepare participants, in collaboration with partner organisations, for the practical, professional and cultural life of the host country, in particular through language training tailored to meet their occupational needs;
- To manage the practical elements around the mobility, taking care of the organisation of travel, accommodation, necessary insurances, safety and protection;
- To sign the Learning Agreement with the participant trainee and the host organisation to make the intended learning outcomes transparent for all parties involved;
- To establish assessment procedures together with the host organization to ensure the validation and recognition of the knowledge, skills and competences acquired;
- To establish appropriate communication channels to be put in place during the duration of the mobility and make these clear to participant and the host organization;
- To establish a system of monitoring the mobility project during its duration.
- To arrange and document, together with the host organization, the assessment of the learning outcomes, picking up on the informal and non-formal learning where possible;
- To evaluate with each participant their personal and professional development following the period abroad.

Host organization in an organization that hosts trainees and staff in participating countries, as well as organizes teaching, training, learning activities. The main tasks and responsibilities of the host organisation are:

- To negotiate a tailor-made training programme for each participant;
- To foster understanding of the culture and mentality of the host country;
- To assign participant's tasks and responsibilities ensuring a match between their knowledge, skills and competences and training objectives and ensuring that appropriate equipment and support is available;
- To identify a tutor or mentor to monitor the participant's training progress;
- To agree on monitoring and mentoring arrangements;
- To arrange and document, together with the sending organization, the assessment of the learning outcomes, picking up on the informal and non-formal learning where possible;
- To provide practical support if required including a clear contact point for trainees that face difficulties;
- To check the appropriate insurance cover for each participant.

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5. Conclusion

International cooperation policy includes a number of sets of principles to guide any organisation—either a member of the IIoT Network, or aspiring to become one—in promotion of their internationalisation efforts. None of the sets is binding; however, due regard should be paid to the aspect that these principles have long been developed, tried, and tested by some members of the Network with years of experience on the international arena.

6. Glossary of Terms/Abbreviations

IIoT Network—Industrial Internet of Things VET Network

SWOT analysis—strengths, weaknesses, opportunities and threats analysis

Sending organisation—organisation that sends outgoing mobilities

Host organisation—organisation receiving incoming mobilities

Mobility—incoming or outgoing trainees for education or practice placement purposes

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