

# NEWSLETTER



**The EASO Training & Professional  
Development Centre**





## The EASO Training & Professional Development Centre

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7<sup>th</sup> Edition

June 2021

Dear All,

We are delighted to welcome you to our newsletter! This issue covers the first semester of 2021 and contains the latest news and developments at the Training and Professional Development Centre.

**We wish you an enjoyable read!**

**#EASOtraining**

## Transition – a process of change

EASO Training and Professional Development Centre are on a mission...to create a veritable quality culture! A quality culture entails establishing a common understanding of what we mean by quality in the framework of our training.



Together with Member States, we have defined the EASO Training Quality Assurance Framework, which lays out the structure needed to achieve a robust training quality system and to ensure continuous improvement.

It aligns our processes with European standards in the field of education and training and provides the system we hope will help us to achieve our goal of becoming an accredited training provider offering certified training programmes.

The transition to full implementation of the TQAF is expected to last around three years.

**We continue to rely on you, our national contact points, working groups, networks and trainers during this process of change and our priority is to keep you abreast of the important changes that are taking place.**

A number of meetings in the past year have been held to inform about ongoing changes, to discuss the practical aspects of implementation and to build on feedback to fine-tune and improve.



### 11th March 2021 - Training Reference Group Meeting

The Reference Group was informed of the implementation of the TQAF and the transition process



### 23rd and 24th March 2021 - 21st Certification and Accreditation Working Group Meeting

The CAWG have been closely involved in the development of the TQAF and members will continue to liaise between EASO and their Member States on all issues concerning training quality as our 'change agents'



### 13th and 14th April 2021 – Training National Contact Points Meeting

Our Training National Contact Points will also be key partners as we begin implementing the TQAF and starting the process of certifying trainers to deliver certified modules.



**11th-12th May - Trainers Network Meeting** Trainers learnt about the transition process and participative breakout sessions were held to discuss specific areas of change.



### 20th May - 22nd Certification and Accreditation Working Group Meeting

Kick-off meeting with newly nominated CAWG members

*A Transition Communication Space has been made available where stakeholders are encouraged to ask questions and discuss the practicalities of transition.*

Changes are being implemented throughout the training cycle. Some of the changes discussed during the meetings include:

- ▶ Remodelling the Training Curriculum so that it is more learner-centred and better responds to the needs of Member States by using the ESQF<sup>1</sup> competence framework to ensure learning is linked to job tasks.
- ▶ Enhancing the learner experience by revamping the EASO e-learning platform and applying a new visual identity to online components.
- ▶ Introducing assessments. The introduction of assessments is perhaps the biggest change. Existing trainers will be given the opportunity to validate existing knowledge and skills and acquire new competencies necessary to deliver certified training. Assessments will remain a voluntary option, however they offer the opportunity for recognising and affirming that officials have achieved the intended learning outcomes of a module.
- ▶ The development of training courses for trainers-for-trainers and national trainers. This is a process, which will further improve the quality of our training offer.
- ▶ Expand our training offer to include continuing professional development to ensure that officials working in this sector have the opportunity to upskill and receive training throughout their career.

## Communicating Change - The role of Country Desk Coordinators

*Country Desk Coordinators will act as a point of reference for all training delivery questions and as conveyers of change.*

Cooperation with Member States is at the core of EASO's Training and Learning Strategy and participation of external stakeholders is a key in the transition process towards the implementation of the Training Quality Assurance Framework. As part of the Communication Plan on Transition, we have established several channels of communication to convey and discuss with EU+ Countries the changes that are taking place.

Against this background, we have established the new role of "**Country Desk Coordinators**" to enhance the cooperation with the Training National Contact Points, promote EASO training and inform Member States about the transition process.



Country Desk Coordinators will be responsible for liaising with the assigned Member States and act as a point of reference for all country-specific questions related to training delivery and practical aspects such as the certification of trainers.

EASO has already organised several bilateral meetings between the Country Desk Coordinators and the Training National Contact Points to discuss in detail the practical aspects of the transition plan and the certification of existing trainers. During these meetings, Training NCPs had the chance to navigate through the Transition Communication Space on the EASO Learning Platform, to address specific issues regarding








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<sup>1</sup> European Sectoral Qualifications Framework developed by EASO in collaboration with Member States

their trainers, address their concerns regarding the transition and plan the roll out of assessments for 2021. The first round of bilateral meetings is expected to be completed by September and Country Desk Coordinators will continue liaising and engaging constantly with Training National

Contact Points to design and implement specific training and certification plans tailored made to the needs of each national administration. EASO is confident that this new role will enhance the learner and service-user oriented approach of its training methodology.

### Meet the Country Desk Coordinators

			
<b>Eleni Filippidou</b>	<b>Elisa Freni</b>	<b>Tzironi Evangelia</b>	<b>Freya De Lombaerde</b>
			
<b>Luca Caramagna</b>	<b>Marta Cassara</b>	<b>Carolina Marin</b>	<b>Natalia Pascual</b>
			
<b>Nathalie Massa Zerafa</b>	<b>Viktoria Valta</b>	<b>Stefano Torelli</b>	<b>Thierry de Henau</b>

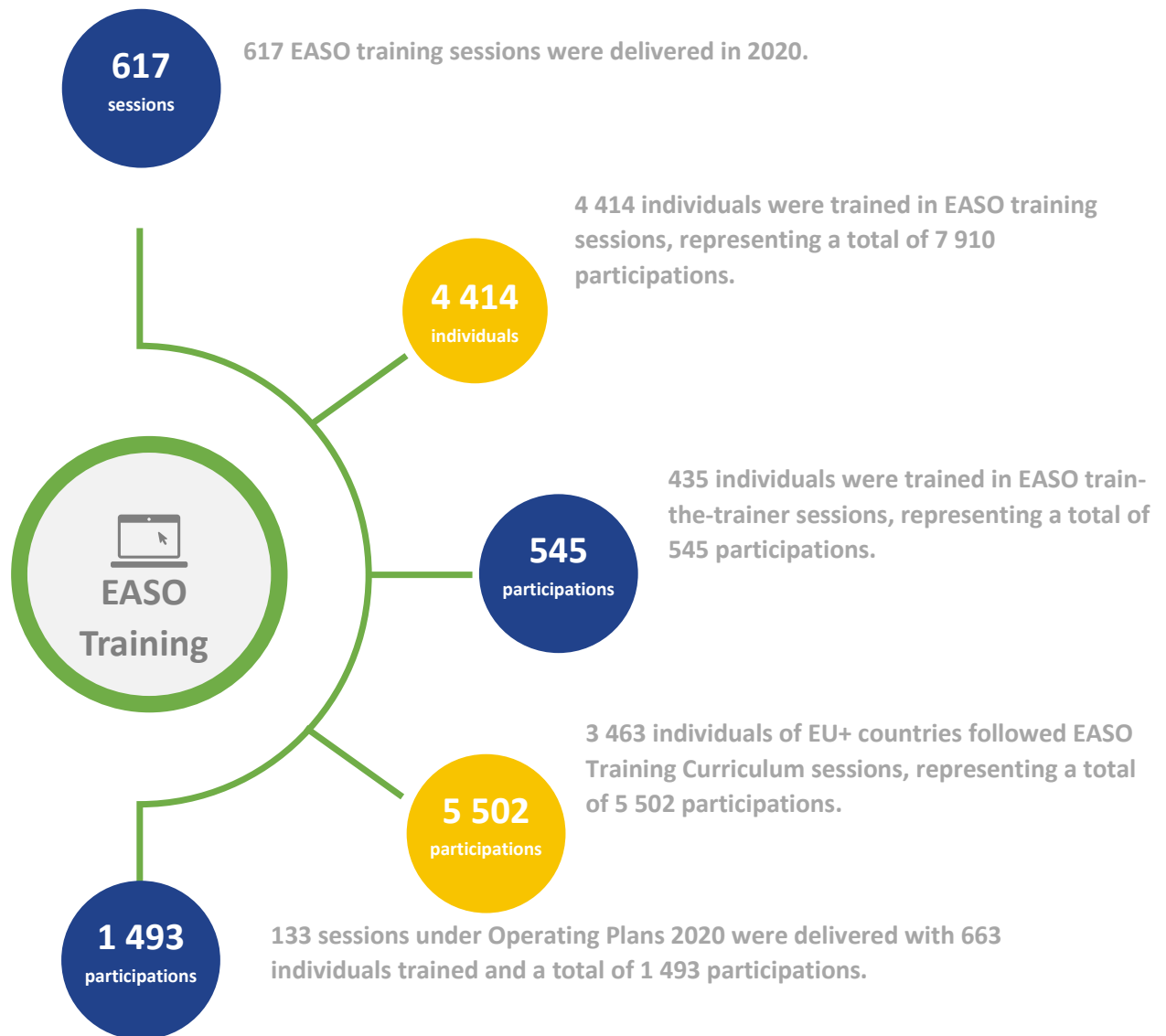




# Looking behind the facts and figures - the EASO Annual Training Report 2020

## Key figures of EASO training activities in 2020

This year's Annual Training Report provides more than an update on outcomes achieved throughout the year by the EASO Training and Professional Development Centre. As a departure from previous editions, the report goes beyond the numbers to focus on specific themes highlighting important areas of the Centre's activities as well as anticipating some of the main developments in EASO training over the coming year.



## Spotlight on specific themes

The report also focuses on specific themes such as adapting training activities in response to the Covid-19 pandemic. You will see how, despite the challenges posed by the ongoing pandemic, EASO was able to rapidly respond by providing virtual solutions to maintain high levels of training delivery during 2020...and high levels of satisfaction.

**Member States used this period of change to invest time in training**

## Milestones reached

**implementing training quality assurance across all training activities.**

The EASO Training Quality Assurance Framework, developed in 2020, provides the guidelines for ensuring that consistently high training standards are maintained and enhanced across all areas of the training cycle. The integration of quality standards requires a

more student-centred approach to learning and training, embracing flexible learning paths and highlighting the vocational aspect of training.

An important milestone reached in 2020 was the finalisation of the European Sectoral Qualifications Framework for asylum and reception officials (ESQF). The framework is now being used to inform a learning outcomes approach for training design.

## Future focus

Building on the achievements of 2020, EASO is restructuring the EASO Training Curriculum and developing assessments in preparation for the incremental roll-out of certified training which will kick-off Q4 of 2021.

- **EASO Annual Training Report 2020** [\[EN\]](#)<sup>NEW</sup>
- **EASO Annual Training Report 2020 Executive Summary** [\[EN\]](#)<sup>NEW</sup>

## RPL - Recognising the knowledge, skills and competences of EASO Trainers

In line with the [EASO Training and Learning Strategy](#), the Training and Professional Development Centre (TPDC) is launching a process of recognition of prior learning to enable experienced asylum and reception officials to validate their existing knowledge, skills and competences. These may have been acquired through professional experience or from having already followed a module that was not assessed.

Recognition of Prior Learning (RPL) is the process for recognising learning that has its source in experience and/or previous formal, non-formal and informal learning contexts. This includes knowledge, skills and competences gained through life and work experiences.

“EASO acknowledges and recognises prior learning including formal and non-formal learning. The pre-existing knowledge, skills and competences of learners brings additional value to the learning process and strengthens the peer-learning component. Assessment methods for recognising prior learning and experience will also be designed.” *EASO Training and Learning Strategy: Objectives*

This RPL process is one of many procedures that EASO’s TPDC is putting in place as it implements its Training Quality Assurance Framework which is aligned to the European Standards and Guidelines for Quality Assurance in the European Higher Education Area ([ESG 2015](#)).

One of the key milestones on the route to full implementation, is the introduction of assessments to measure the achievement of the learning outcomes of the training.

**Our first priority is to support our existing trainers to become certified** so that we have sufficient capacity to deliver assessed modules. Currently, the EASO Training Pool is composed of trainers who have not yet had the opportunity to demonstrate that they have achieved the intended learning outcomes of the training they deliver. A critical component of the transition process is therefore to build the capacity to deliver upgraded assessed modules, by encouraging existing trainers in the EASO Training Pool to demonstrate that they have the knowledge, skills and competences to deliver certified training and conduct fair assessments of learning.

Certifying the successful completion of a unit of learning benefits our learners by allowing them to demonstrate they achieved the learning outcomes and benefits the asylum and reception administrations that employ them by showing that the learner has the knowledge, skills and competences to perform their duties and tasks effectively.

“Assessment forms an integral part of the training and learning process and well-designed assessment activities will demonstrate that learners have achieved the intended learning outcomes and thus provide assurance of what the learner should be able to do once the learning process has been completed. EASO implements accurate and reliable assessment as an essential element of a credible certification and accreditation system. The assessment of learners undertaking EASO training and learning activities is designed to be rigorous, transparent and ethical.”

EASO Training and Learning Strategy: Objectives



## How

During the transition period, a simplified process will be put in place to ensure that these existing trainers are provided with a fair, transparent, and voluntary system to demonstrate competence in their areas of training expertise. This system will therefore recognise trainer's experience (i.e., they have delivered the module three times or more) or, alternatively, use Recognition of Prior Learning (RPL) assessments. All existing trainers who wish to become certified will also need to complete the 'Becoming an EASO Assessor' module (see article).

RPL allows an individual to present for summative assessment without repeating learning in areas where they have shown that they can meet the learning outcomes.

The certification process for existing trainers will be achieved in incremental stages, starting with rolling out RPL assessments for the core modules.

**The certification process for existing trainers will remain voluntary. This means that during and after the transition, there may still be certified and uncertified trainers. However, only certified trainers will be able to deliver certified sessions.**



## Why certified training?

Assessment of learning will give learners the opportunity to demonstrate that they have achieved the learning outcomes of a module – learning outcomes that are closely mapped to the performance of their jobs. They will be issued with a certificate accompanied by a transcript that details the level of knowledge and skills that they have acquired. Future introduction of work-based learning and behavioural assessments will also show the level of responsibility and autonomy with which the learner can perform their tasks.

In the context of vocational training, this information enables an employer to have confidence that their staff can carry out their duties according to good practice and in line with CEAS. Therefore, we are differentiating between non-assessed learning where the learner receives a certificate of attendance and assessed learning which we refer to as **certified training**.

## When

The RPL procedure will be launched in autumn with assessments for the core modules and also registration for the Becoming an EASO Assessor module (see article on Training Plan).

This procedure only applies during the transition phase. Existing trainers are therefore encouraged to become a certified trainer during this period.

Although the process will kick off with those trainers who will become certified in the delivery of the core modules, it will then be extended to enable the certification of trainers in other modules according to a schedule. Trainers of other modules will also be able to use RPL to demonstrate that they can meet the learning outcomes through knowledge, understanding or skills they already possess and so do not need to follow the module content. They will be able to opt to take the assessment only.

## Launching the new module **Becoming an EASO assessor**

Trainers who deliver certified training will also assess learners and verify that assessments have been carried out according to quality standards. Becoming an EASO assessor module aims to provide the knowledge and skills necessary to conduct fair and robust assessments in the context of EASO training. The successful completion of the module is a mandatory step to become an **EASO certified trainer**.

The module will be structured into 4 sub modules and the duration is approximately of 4 hours and it is aligned with the European Sectoral Qualifications Framework for Asylum and Reception Officials at Level 6 (European Qualifications Framework level 6).

EASO certified training will always be delivered by an EASO certified trainer

Learners will learn about the responsibilities of the assessor and verifier in the context of training quality assurance and the principles which should be applied to the assessment process. It introduces EASO's assessment policies and procedures and explores how to deal with assessment issues and irregularities.

The module will also explore the practical process of conducting an assessments and grading including guidelines on providing formative feedback concerning the results of the assessment.

Once you have successfully completed the module, you will be able to apply the knowledge and skills that you have acquired to assessing any EASO module. Therefore, you only need to take the module once.

With the launch of this module, C2 is also happy to present the new look of EASO training modules - it is the first module to have the revamped graphic identity.



## Updated Training Plan 2021

The Annual Train-the-Trainer Plan 2021 has been updated with regard to the sessions foreseen for the second semester. The main changes include a detailed schedule for the delivery of a new EASO training module “Becoming an EASO Assessor” as well as Recognition of Prior Learning assessment in the core modules under the title **EASO Annual Training Plan for Current EASO Trainers**.

Please find the second amendment of [EASO Train-the-Trainer Plan 2021](#)

## The EASO Training Curriculum – growing into maturity

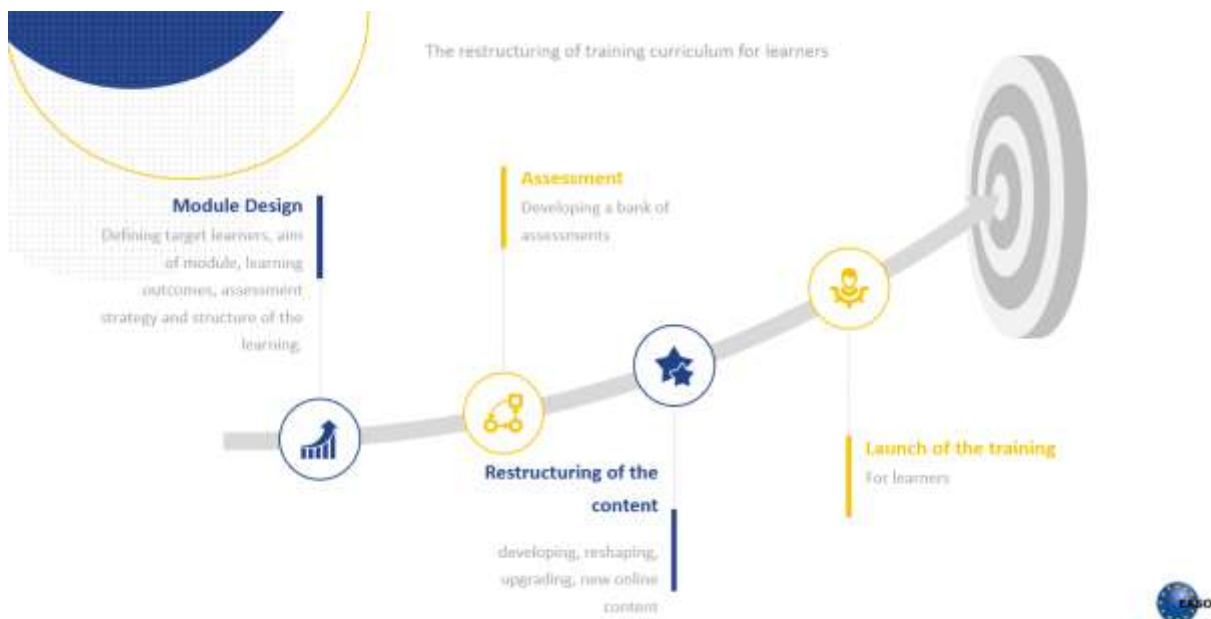
Since 2012, EASO Training Curriculum has continuously grown, and it currently includes up to 29 training modules. With the Training Quality Assurance Framework being put in place, the Curriculum is now transitioning through the stages of adolescence towards its full maturity.

***So how will this change affect the old training modules that have proven their value through being followed by thousands of learners throughout the years and covering important thematic aspects in asylum and reception?***

One of the guiding principles of the curriculum has always been the blended-learning methodology of the modules, combining a solid online learning component with an engaging face-to-face session, encouraging the interaction of learners and trainers. This blended learning will remain an important core element of the new curriculum modules which are being designed, taking advantage of a multitude of approaches to learning to make the experience as engaging and efficient for learners as possible.

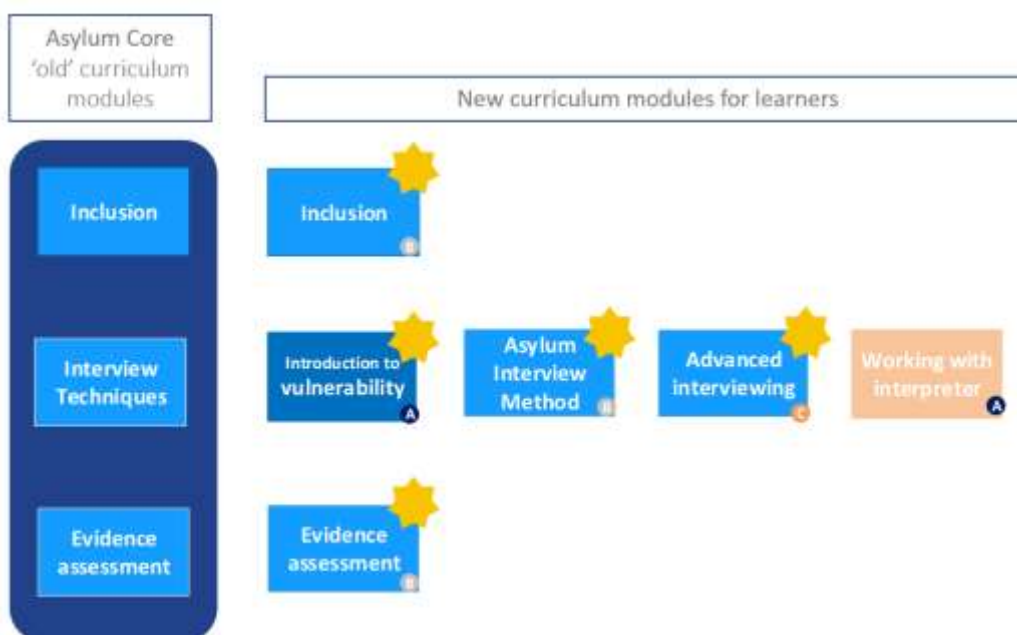
## The transitioning of module content in the EASO Training Curriculum

The curriculum modules as reflected in the Training Plans over the past years have been developed together with Member States experts and in cooperation with the EASO Training Reference Group. For the overwhelming number of modules, the content remains relevant. However, to make the best use of learner’s time, the content has been restructured and will be reflected in more than 40 ‘new’ and updated modules for learners. The below graph shows the main steps of the design process for a new module.



When designing a new module, first the group of target learners, the aim of the module and the learning outcomes are identified. The Training Curriculum Design Sector then decides on how the learning outcomes will be assessed, designing an assessment strategy and a sample of the assessment. In a next step, the design team describes the structure of the learning in the module and identifies which parts of the old modules contain content that will feed into a specific new module. Depending on the extent to which this existing content is relevant, it may be reshaped or upgraded and complemented with new information to form the new module for learners. Once both the assessment and the content of a new module are ready and build online, the module for learners is ready to be launched.

Below is an example for how the content of the 'old' core modules for asylum case officers on Inclusion, Interview Techniques and Evidence Assessment is reflected in the new curriculum.



The blocks on Inclusion, Interview Techniques and Evidence Assessment in the **dark blue column** on the left represent the existing old core modules, each one requiring 20 to 30 hours of online learning and a two-day face-to-face session. The blocks in the rows on their right show which new modules their content feeds into.

Concretely, for the EASO Training Curriculum module on Interview Techniques, this means that a small part of the old module is now reflected in the new, smaller curriculum modules for learners on *Introduction to vulnerability, Asylum Interview Method, Advanced Interviewing* and *Working with an Interpreter*.



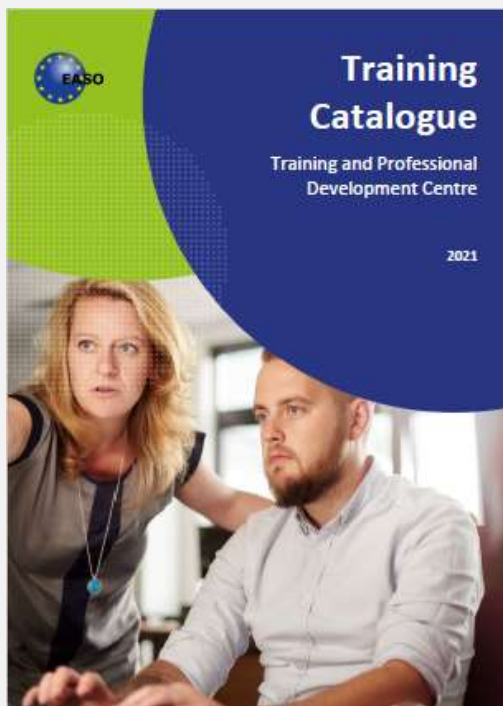
The stars at the corner of each new block indicate if the development of a specific module is prioritised in 2021/2022.

Lastly, this overview is a snapshot of the current state of play. Small changes, such as amendments of the current working titles of modules or the need to identify additional new modules might be applied in the coming years.

## The new EASO Training Curriculum Catalogue 2021

The new format of the EASO Training Catalogue gives an overview of the modules offered. You will find essential information such as the target group, the learning outcomes, a module overview, the method of delivery and the duration of the training activities. You will also find information on the latest version of the module, what's next and in what language the module is available.

The catalogue is currently being translated and will be available in all EU languages.



[The EASO Training Catalogue 2021](#)

## The new Certification and Accreditation Working Group kicks off

EASO would like to thank Member States for their enthusiastic response to the call for nominations for the Certification and Accreditation Working Group. The group has now grown to 22 members of whom 7 come specifically from the area of reception.

The EASO Certification and Accreditation Working Group (CAWG) was formed in 2015 and, since then, has played a key role in:

- ▶ the development of a learning-outcome based approach which has paved the way to the current integration of the assessment of learning.
- ▶ the development of the European Sectoral Qualifications Framework for Asylum and Reception Officials which forms the basis for the design and development of modules by identifying valid and robust learning outcomes.
- ▶ the pilot certification and accreditation of the EASO Training Curriculum, which enabled us to embark on a fully-fledged certification and accreditation exercise which will cover the full EASO Training Curriculum
- ▶ the establishment of the EASO Training Quality Assurance Framework. The CAWG was actively involved in the definition of these policies and procedures by advising on their effective functioning in Member States.

The Kick-off meeting for the new period from 2021-2024 took place on 20 May. The new Terms of Reference reflect the fact that the members will be involved in supporting EASO throughout the transition period. This is reflected in the new responsibilities which include:

- ✦ Supporting in the implementation of the EASO Training Quality Assurance Framework and the relevant policies and procedures detailed in the EASO Training Quality Assurance Handbook.
- ✦ Critically evaluating EASO training policies, procedures and workflows to identify any potential barriers to implementation in the national context.
- ✦ Identifying support required by Member States to implement the policies and procedures detailed in the Training Quality Assurance Handbook.
- ✦ Communicating positively about the transition process and encouraging relevant stakeholders to embrace the changes.

And...

- ✦ Acting as CHANGE AGENTS





# Streamlining the translation of terms used in the EASO Training Curriculum

The EASO Training Curriculum modules are designed and developed in English and then translated into EU and non-EU languages as required. Translating our curriculum into national languages ensures further dissemination and enables national asylum authorities to deliver training in the learners' mother tongue.

Mostly the translations are done through the services of the Translation Centre (CdT), which is the EU Agency for translation, but also through Member States.

Assuring the quality of translations however has sometimes proved challenging due to lack of harmonisation in translated terms. This is because our modules contain terms which may prove difficult to translate and revise for translators and revisers who are not familiar with the asylum context and legislation.

As in other domains, in asylum there are many terms which carry a specific meaning. The meaning may differ from the meaning that the same term has for the general public or in another domain. Some terms are new (and might not have a language equivalent yet), some are established and have been in use for many years, and others are written in "Brussels-speak". Some asylum related terms in English have a language equivalent in all the languages, while others do not; or the language equivalent does not correspond to the exact definition of the term in English. Clearly, new terms, coined terms, and EU terms (also found in Directives, Regulations and Decisions) can be tricky to translate as often there is no language equivalent. However, this is about to change.



## EASO Training Curriculum terminology project

To address this challenge, we have embarked on a bold terminology project – to translate and streamline all the key terms in our



curriculum in all EU languages and have them accessible for everyone on the main EU terminology database called IATE (InterActive Terminology for Europe) which is used to collect, disseminate and manage EU-specific terminology.

Certainly, identifying, discussing, translating, and verifying all the terms found in our curriculum entails a lot of commitment and takes time. However, this initial investment in time and effort greatly outweighs the time it takes authors, translators, revisers and end users of our curriculum to crosscheck documents or retranslate parts thereof which were not clear.

Over 300 terms used in our modules have been identified and will be translated into all EU official languages, including their definition and context in which the term is used.

Once they are translated, we will send the language equivalents to the national asylum authorities of the Member States to verify the

translation of each term, and its accompanying information, and comment where necessary. We look forward for their revisions and feedback.

The Translation Centre will upload the amended and validated final list on IATE, thereby making it official. In this way, future curriculum module translations will always use the same terms which have been validated by all the main actors.

Below, you can see an example of a search on IATE. In the near future, you will see EASO-specific terms (here they are CdT terms).

The project is being coordinated by the Editor of the TPDC. You can contact him on [Stephen.rizzo@easo.europa.eu](mailto:Stephen.rizzo@easo.europa.eu) or on the functional mailbox [Training-Translations@easo.europa.eu](mailto:Training-Translations@easo.europa.eu).

The screenshot shows the IATE search interface. At the top, there are dropdown menus for 'Source language' and 'Target language'. Below these, there is a search bar with the query 'European Asylum Support Office' and a search button. The results are displayed in a table format, showing the source language, the term, its quality (represented by stars), and the target language. The table is filtered to show results for the source language 'en'.

Source language	Term	Quality	Target language
en	European Asylum Support Office	****	CdT
en	EASO	****	CdT
en	Support Office	****	CdT
bg	Европейска служба за подкрепа в областта на убежището	****	CdT
bg	Служба за подкрепа	****	CdT
bg	EASO	***	CdT
cs	Evropský podpůrný úřad pro otázky azylu	****	CdT
cs	podpůrný úřad	****	CdT
cs	EASO	***	CdT
da	Det Europæiske Asylstøttekontor	****	CdT
da	EASO	****	CdT
da	støttekontoret	****	CdT
de	Europäisches Unterstützungsbüro für Asylfragen	****	CdT
de	EASO	***	CdT
de	Unterstützungsbüro	****	CdT

## EASO provides operational support to Spain

The reception system in Spain has been under pressure for several years: designed for receiving and accommodating relatively small numbers of arrivals, it has struggled to cope with the increased influx of migrants. Last year, in particular, saw a massive number of sea arrivals on the Canary Islands (over 23,000). This event – well covered in media across Europe - put enormous pressure on the reception facilities and actors on the islands, which were unprepared to deal with the number of Third Country Nationals.

In response to an initial request from the State Secretary for Migration (SEM) in the summer of 2020, EASO and the SEM, over a period of months, discussed collaboration and potential support to Spain in the area of reception. That process started with a jointly conducted rapid needs assessment and eventually led to agreement and signature of an *Operating Plan - Special Support on Reception* in December 2020. This first ever Operating Plan between EASO and Spain consists of five main elements (*Measures*) and will be implemented in the period from January 2021 until December 2021.

Activities related to the development of a new reception model (Measure 1) revolve around a series of workshops on key aspects. Structural support for this new model (Measure 2) will focus on organisational change, data management, funding, vulnerability procedures and monitoring and evaluation. Efforts to support reception locations under particular pressure (Measure 4) focus firmly on the Canary Islands. Following a detailed EASO needs assessment in January, the agency has deployed staff and experts to the islands since March to support the authorities on facilities design, coordination with stakeholders, vulnerability workflows and professional development in support of frontline personnel. The OP also foresees a comprehensive training and professional development component (Measure 3) with a range of tailor-made initiatives for reception officers and managers – both governmental and non-governmental. Activities on resettlement (Measure 5) are in their early stages. Similar to Measure 3 they will focus on training and development of related materials.



## EASO + GAS = an even closer collaboration

### A Joint Training Plan

*The European Asylum Support Office (EASO) has begun implementing a new joint Training Plan together with the Greek Asylum Service (GAS) under the Agency's 2021 Greece Operating Plan.*

Through the new Training Plan, in 2021 EASO is not only increasing the number and specialised areas of training delivered to its Greek counterparts but is, importantly, also ensuring that the Plan is implemented jointly.

Activities are being targeted at Greek as well as EASO's own personnel in the country, as both work together within the national system. Such a collaborative approach is essential as it builds on the unique experience which Greek asylum officials have gained due to the national context over the past few years. At the same time, it ensures that this experience is combined with increasingly specialised EU-level training on the legal and procedural requirements of the Common European Asylum System (CEAS)<sup>1</sup>.

### A Common on-the-job coaching project 2021

*One of the main training activities EASO is implementing, in the context of the Training Plan for GAS 2021, is **on-the-job coaching** which will be delivered throughout 2021 and aims at supporting more than 600 GAS and EASO caseworkers in the country.*

EASO has been implementing on-the-job coaching projects in Greece since 2017, either as a part of the Extensive Training Programme for EASO newly hired interim caseworkers or for EASO experienced interim caseworkers. In 2020, EASO and GAS conducted the first a common on-the-job coaching project for newly hired GAS and EASO caseworkers.

#### What is coaching?

The EASO on-the-job coaching is a method directly concerned with the improvement of performance and further development of skills by a form of tutoring and/or instruction.

Coaching is based on the job tasks performed by the asylum officials themselves. This gives them the opportunity to discuss the challenges they dealt with, receive feedback and clarify topics that still remain unclear, building on the knowledge and skills already acquired.

It guides the participants by:

- ▶ Identifying their strong and weak points and setting concrete goals working efficiently and in line with EASO training modules methodology and relevant guidelines.
- ▶ Improving their skills in the relevant tasks they need to perform as asylum officials.



## Why coaching?

The Training plan for GAS 2021 was designed based on needs assessment conducted by EASO and GAS. On-the-job coaching was identified as one of the main priorities for the training activities of 2021 by the EASO Training and Professional Development Centre (C2); GAS Procedures and Training Unit (PT Unit) and EASO Operational Office Greece.

Coaching aims to support participants to develop skills and competences crucial to their daily work in the asylum procedure.

The target group for the on-the-job coaching taking place in Greece throughout 2021 is:

- ▶ EASO interims working on the ground as caseworkers
- ▶ GAS caseworkers

Since 2017, EASO has been implementing the on-the-job coaching methodology and trains EASO coaches, who guide participants through experiential learning that results in future-oriented abilities. The EASO coach is someone trained and devoted to guiding others to increase their competences, commitment, and confidence.


## How does EASO implement coaching in Greece?

Coaching is based on cases the caseworkers/coachees conducted themselves. The coaching sessions are organised in groups of four participants and are facilitated by a pair of coaches, appointed by the pool of EASO and GAS coaches. Each coaching session consists of two parts. During the first part, participants review their work in pairs. Each participant reviews for comments the work of another participant (peer-to-peer review). Two pairs are working at the same time. After peer-to-peer review, the participants' work is discussed thoroughly in a group of four participants, with the support of two coaches.

This approach gives participants the opportunity to discuss on their work and receive feedback both from colleagues but also from their coaches in a safe learning environment, where all questions and topics can be addressed in a conversational environment focusing on their development.

Under the current circumstances and the suspension of all face-to-face training activities, due to COVID-19 precautionary measures, the above-mentioned coaching sessions take place virtually.

**Until the end of the year, it is foreseen that around 600 caseworkers will have participated in at least one coaching session.**





## Contact list:



[training.translations@easo.europa.eu](mailto:training.translations@easo.europa.eu)



[training-ncp@easo.europa.eu](mailto:training-ncp@easo.europa.eu)



[certification@easo.europa.eu](mailto:certification@easo.europa.eu)



[e-learning@easo.europa.eu](mailto:e-learning@easo.europa.eu)



[training@easo.europa.eu](mailto:training@easo.europa.eu)