Lifelong
Learning
Programme

Del.3: Country Report

Project: Practical Methodology for Acquiring Key Competences of European Reference Framework through Continuous Vocational Education and Training, PR-ERF
Project number: 2013-1-SE1-LEO05-15265

Survey of curricula and methodologies on 8 ERF Key Competences for Personal Assistants

Partner organisation: DIMITRA ITD
2014-02-24

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1. METHODOLOGY OF THE RESEARCH

1.1 Introduction

This research is done within the project Practical Methodology for Acquiring Key Competences of European Reference Framework through Continuous Vocational Education and Training; project acronym is PR-ERF. The project is implemented within the Lifelong Learning Program, Leonardo da Vinci sub-program.

The aim of the project is to develop the holistic methodology for recognition and development of 8 ERF Key Competences as a package of *Skills*, *Knowledge* and *Attitudes* that all individuals need to acquire through CVET for personal fulfilment, development, inclusion and employment. The proposed methodology will be linked to *level 4 of European Qualification Framework* in order to be compatible with CVET requirements. The methodology will comprise an assessment tool to validate competences according to EQF level 4 and identify the gaps towards the CVET program.

PR-ERF curriculum is sector specific and will be adapted to the field Personal Assistant.

1.2 Methodology of the research

1.2.1. The goal of the research is to collect the best practices and examples of curriculum for 8 ERF Key Competences related to the field Personal Assistant. Each partner organisation collects the available curriculum for those key competences the organisation is responsible for according to the agreement at the kick-off meeting in Nicosia, namely:

DOCUMENTA:
Social/Civic
Cultural and social awareness

DIMITRA:
Digital
Entrepreneurship

FOLKUNIVERSITETET:
Foreign languages
Mathematics

REVALENTO:
Learning to learn

MMC:
Mother tongue

1.2.2. The proposed methods for the research are the following:

Desk research: each partner organisation is responsible for collecting curriculum for those ERF competences they are responsible for (please see 1.2.1) in relation to personal assistant profession (if relevant). If there are no curricula available with focus on personal assistant profession general ERF curriculum shall be collected. The research shall be done on Internet and on the web-sites of VET providers / adult education providers as well as other stakeholders working with ERF. Taking into consideration copy right principle the partnership is obliged to get the permission of the above stakeholders in regards to presenting their curriculum in the national reports of partner organisations.

Interviews with experts: each partner organisation is responsible to interview the regional expert groups in regards to the relevance of the collected curriculum for the competence development of the personal assistants. The expert group shall comprise CVET teachers, CVET students, relevant decision-makers, employers, Public Employment Services and other relevant stakeholders. The expert group shall also give their feedback in regards to which Key Competences are relevant for the profession of personal assistant and how they can be acquired through PR-ERF curriculum.

Other additional methods for the research such as questionnaires can be used by the partners if there is a need. The partners shall include those methods in the final national report.

1.2.3 The geographical scope of the research is European level, meaning that each partner organisation will make a survey not only in their countries but also in other European countries (if relevant). The partnership is responsible to support each other in this part of research in case other partners find curriculum for their respective key competences.

2 SURVEY ON TRAINING COURSES RELEVANT TO THE FIELD "PERSONAL ASSISTANT" (8 KEY COMPETENCES)

2.1 RESUME

No	KC[1]	NAME OF THE TRAINING COURSE	GENERAL AIM	TARGET[2]	GENERAL CONTENTS[3]	FORMAT & LANGUAGE[4]	DURATION
1	4	Adult education in basic skills on new technologies	This training course aims to confront the contemporary phenomenon of "digital illiteracy"	All the adults (over 18 years old) who are beginners on new technologies.	• Basic issues on computer science • Using of Windows software • Using of Word • Using of Excel • Using of Powerpoint • Basic applications of internet • Using of e-mail • Seeking of information on internet • Issues related to internet using (safety, viruses etc)	FT - GREEK	50 hours
2	4 & 7	Effective Personal Assistant and electronic filling	The aim of this program is to keep aware the Secretarial Support Officers about the new standards of administration, as well as Secretaries who wish to upgrade their role.	This program is addressed to all of those who work or want to work as a personal assistant	• Personal Assistant and Management • Communication • Personal Assistant and Stress Management • Personal Assistant and Team working • Public relations • Electronic organization of office	FT - GREEK	16 hours
3	7	Certified Secretary Management Assistant (CSMA)	This course aims to prepare the participants for the certification of Certified Secretaries Management Assistants. This	This course is addressed to all categories of administrative assistants of all types of enterprises, organizations and	• Issues that are in the spotlight of modern business • SWOT analysis • Stress Management • Time Management • Emotional Intelligence	FT - GREEK	24hours in class +10 personal study

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[1]Please write her the Number of the Key Competence that the content of this training course is relevant to

[2] To whom is the training directed to? What is the education level needed? (if any)

[3] General contents: main modules

[4] FORMAT: Full Time (FT) / Part Time (PT) / On-line (OL) / Mixed between…. (whatever of those 3)

No	KC[1]	NAME OF THE TRAINING COURSE	GENERAL AIM	TARGET[2]	GENERAL CONTENTS[3]	FORMAT & LANGUAGE[4]	DURATION
			certification is offered by the ACTA which is spin-off company of the Aristotle University of Thessaloniki.	public bodies. Requirements for participation in this program are: • Proven professional experience (2 years minimum) in a position-of Administrative/Secretarial Support • Fluency in English language • ICT skills Completion of the web based on-line questionnaire of needs analysis (Training Need Analysis)	• Communication • Welcome clients and guests • Preparation and coordination meetings / appointments • Event Management • Public Relations • The icon of the Personal assistant that makes the difference • Basic principles of persuasion and influence (influence skills) • Basic principles of negotiations (Negotiations skills) • Basic knowledge of specific topics • Legal forms and types of companies • Archiving documents • Issues of new technologies and office automation • Exam preparation • Presentations and preparation of Action Plan • Feedback session		
4	7	Top Management Assistant	The aim of the program is to contact the participants with new trends that characterize the position of Secretariat of the Secretariat of the General Directorate and Secretariat of the Department Directors.	The programme addressed to Secretaries of General Directorate, Secretaries of Department Directors and company's Top Management staff interested in improving their effectiveness, to promote their work and ensure their personal professional development.	• What are the responsibilities of the Top Management Assistant in modern enterprises? • Different leadership styles & profile of a senior managers business and suggested communication techniques and cooperation with them. • Adjusting the Secretary Directorate to the profile of the Head of the Department. • The personal profile of Top Management Assistant. Use of one of the tools MBTI (Myers Briggs Type Indicator) or DISC. How it affects our profile, communication and the cooperation with others (customers, partners, colleagues, etc.).	FT - GREEK	30 hours

No	KC[1]	NAME OF THE TRAINING COURSE	GENERAL AIM	TARGET[2]	GENERAL CONTENTS[3]	FORMAT & LANGUAGE[4]	DURATION
				Participants should have professional experience because the programme does not cover the key topics but refers to specific knowledge.	• Business Writing Skills and study relevant Templates • Reasons of the problems in relationship with the boss, methods and techniques of problems management. • Emotional Intelligence • Evaluation - how to ask and how to use the results to improve your weaknesses. • The executive secretaries and collaboration with other executive teams • Time Management • Stress Management • Conflict Management • Personal & Organization Trust: How is being built and what actions deconstruct it. • Accountability: Reliability in our daily lives • Minutes of meetings • Preparation and coordination of successful meetings • Visitor welcome & Public Relations • Principles of negotiation • Principles of influence - Influence Skills: How to Influence others in order to hear the "Yes" more often • Creativity & Innovation in your daily work. • Bodies and other resources (resources) that are useful in your daily life • Computer Issues (Windows 7 : Office 2007 & 2010, Microsoft Visio, Microsoft Project, Projectors etc.		
5	7	Executive Secretary – Personal Assistant	The aim of the program is to contact the participants with	The program addressed to employees who have	• Phone calls management • Meeting Management • Management of the managerial team	FT - GREEK	16 hours

No	KC[1]	NAME OF THE TRAINING COURSE	GENERAL AIM	TARGET[2]	GENERAL CONTENTS[3]	FORMAT & LANGUAGE[4]	DURATION
			new trends that characterize the position of Executive Secretary – Personal Assistant	undertaken the role of Executive Secretary or Personal Assistant	• Create spirit of cooperation • Development of a communication network • Communication and the importance of feedback • Increasing your contribution to the Management Team • Development of Personal Skills • Setting Goals • Setting priorities - Time Management • Assignment of tasks and responsibilities • Problem solving • Organizing of business trips • Organising Meetings • Managing demanding people • Personal task list • Essential Knowledge on Outlook (Calendar, Tasks, Contacts, Notes, Reminders).		

Add as many files as needed (as trainings found)

2.2 DETAILLED INFORMATION

<u>NAME OF THE TRAINING</u>: **Adult education in basic skills on new technologies**

<u>REFERENCE (REF)</u>: 4

GENERAL AIM	This training course aims to confront the contemporary phenomenon of "digital illiteracy".
SPECIFIC AIMS:	To develop digital literacy for all adults beginners on new technologies. To learn how to use a computer with Microsoft software, how to use the main applications of Microsoft Office software and how to navigate on internet with efficiency and safety.
DETAILLED TARGET:	All the adults (over 18 years old) who are beginners on new technologies.
DETAILLED CONTENTS:	1. Basic issues on computer science 2. Using of Windows software 3. Using of Word 4. Using of Excel 5. Using of Powerpoint 6. Basic applications of internet 7. Using of e-mail 8. Seeking of information on internet 9. Issues related to internet using (safety, viruses etc)
TRAINING METHODOLOGY:	Lecture, PowerPoint presentations, experiential methods and techniques on computer.
DURATION:	50 hours (10 weeks, 5 hours per week)
WEBSITE:	www.dimitra.gr
CONTACT:	Mrs. Eleftheria Kordela 2410554026
WHY YOU CHOOSE IT:	Because it is a training course which is directly related to key competence No 4: Digital competence, it gives the opportunity for certification, and it is provided by the official body for lifelong learning in Greece, the General Secretariat of Lifelong Learning, which is operating under the Greek Ministry of Education, Lifelong Learning and Religious Affairs.

NAME OF THE TRAINING: **Effective Personal Assistant and electronic filling**

REFERENCE (REF): 7 and 4

GENERAL AIM	The aim of this program is to keep aware the Secretarial Support Officers about the new standards of administration, as well as Secretaries who wish to upgrade their role.
SPECIFIC AIMS:	To understand the participants: • The components that make up the role of modern Personal Assistant • The duties and increased responsibilities arising from this role. • The specific and complex skills required for effective communication and effective management of transactions and contacts • The importance of communication with the supervisors, customers, partners, colleagues, etc. • The principles of Public Relations and Event Management.
DETAILLED TARGET:	This program is addressed to all of those who work or want to work as a personal assistant and who are willing to make greater use of the electronic office automation technologies in order to increase their productivity and smarter management of their tasks.
DETAILLED CONTENTS:	**Module 1 PERSONAL ASSISTANT AND MANAGEMENT** • What is the management? Management and Modern enterprise • and Management • Qualifications of Personal Assistant • The Tasks of Personal Assistant in modern enterprises • Organising of Working • Organising of Time • The role of Personal Assistant as Manager Assistant **Module 2 COMMUNICATION** • The communication process • Personal Assistant as communication channel • Barriers in Communication • Written Language • Oral speaking • Communication by phone • The art of listening • Extra verbal communication • Material for understanding extra verbal Behaviour • Hand Gestures • Facial Expressions • body posture **Module 3 PERSONAL ASSISTANT AND STRESS MANAGEMENT** • The nature of stress • Work-related stress • Indentify the causes of stress • Steps in stress management **Module 4 PERSONAL ASSISTANT AND TEAM WORKING** • Exploitation of labour relations • Conflict management, build cooperation • From the interpersonal relationship to group configuration of professional goals • Convergence of individual and team goals **Module 5 PUBLIC RELATIONS** • Prestige, Image and Personal Assistant • What is and what is not Public Relations • The spirit and the concept of Public Relations

	• How the Personal Assistant contributes to the development of Public Relations • Personal Assistant and the implementation of the Public Relations • Formation of public opinion • Event management • What ensures the successful event management • The publication of Event • Proper Press Release • Evaluation of event **Module 6 ELECTRONIC ORGANISATION OF OFFICE** • Advanced use of Outlook & PowerPoint Mail-Merge, • Creating & printing labels • Hardware & Software for sending and receiving fax from your PC • Applications for contact's management and Text Translation Software • Intelligent Peripheral Devices • External Hard Disks • iPack • Scanner • Basic knowledge of Image Processing • Demo of software • Optical Character Recognition - OCR software
TRAINING METHODOLOGY:	The seminar is based on active learning techniques.
DURATION:	16 hours
WEBSITE:	http://www.σεμιναρια.gr/%CE%A7%CF%81%CE%AE%CF%83%CE%B9%CE%BC%CE%B5%CF%82%CE%A0%CE%BB%CE%B7%CF%81%CE%BF%CF%86%CE%BF%CF%81%CE%AF%CE%B5%CF%82/%CE%94%CE%AE%CE%BB%CF%89%CF%83%CE%B7%CE%A3%CF%85%CE%BC%CE%BC%CE%B5%CF%84%CE%BF%CF%87%CE%AE%CF%82/tabid/103/language/el-GR/Default.aspx
CONTACT:	fo@q-training.gr 210 9244468
WHY YOU CHOOSE IT:	Because it is a training course which is directly related to key competence No 4: Digital competence and No 7 as well. Moreover, It is a course that combines both competences that aims to present the new standards of administration.

<u>NAME OF THE TRAINING</u>: **Certified Secretary Management Assistant (CSMA)**

REFERENCE (REF): 7

GENERAL AIM	This course aims to prepare the participants for the certification of **Certified Secretaries Management Assistants**. This certification is offered by the ACTA which is spin-off company of the Aristotle University of Thessaloniki.
SPECIFIC AIMS:	The main aim of this course is to prepare the participants for the certification ofCertified Secretary Management Assistant (CSMA).
DETAILLED TARGET:	This course is addressed to all categories of administrative assistants of all types of enterprises, organizations and public bodies. Specifically, the program is addressed to: • Top Management Assistants • Secretaries of Departments • Executive Secretaries • Personal Assistants (PAs) • Receptionists • Managers of Administrative Departments Requirements for participation in this program are: • Proven professional experience (2 years minimum) in a position-of Administrative/Secretarial Support • Fluency in English language • ICT skills • Completion of the web based on-line questionnaire of needs analysis (Training Need Analysis)

DETAILLED CONTENTS:	• **Introduction**
	  – Employee in Secretariat and Administration Departments (Office Clerk): The vocational outline of the EOPPEP. Analysis and discussion.
	  – Latest developments in the profession of Personal Assistant in Greece and Abroad
	  – Virtual Assistant Model (Greece & Abroad)
	  – What Senior Executives of modern enterprises seek by PA and administrative assistants both in Greek and international level.
	  – Useful Tips from PA and administrative assistant with long term experience
	  – The new profile of Assistant Administration: Changes needed immediately Contact with tools illustrating the personal profile
	  – Analysis of your personal profile using the DISC tool Requirements and operating context of the Administrative-Secretarial Department
	  – Office equipment (furniture, office automation, etc.) Employees Safety Issues
	
	• **Issues that are in the spotlight of modern business**
	  – Vision Corporate Culture Philosophy
	  – Social Responsibility Innovation
	  – Strategic planning and key issues of organizing a department for Administrative and Secretarial Support

- **SWOT Analysis**
  - Benchmarking
  - Job Positions Requirements
  - Responsibilities
  - Legal Issues concerning the Personal Assistant

- **Stress Management**
  - Stress levels
  - Sources of stress
  - Analysis of Stress
  - Policies of stress reduction
  - Techniques of stress management in crisis

- **Time Management**
  - The importance of time and its classifications (urgent, important, etc.)
  - Techniques of time organizing

- **Emotional Intelligence**
  - Emotional intelligence in the workplace
  - Methods of emotional intelligence development
  - Motivation
  - The relation of motivation to performance and the role of Executive Management

- **Communication**
  - Effective verbal and nonverbal communication
  - Phone communication and secrets of success. Case studies of real phone calls recordings.
  - internal Communication
  - Writing business texts and letters
  - Conflict management
  - Electronic communication (Useful tips for communicating with e-mail and Fax.)
- **Welcome clients and guests**
- **Preparation and coordination meetings / appointments**
- **Event Management**
- **Public Relations**

- **The icon of Personal Assistant that makes the difference**
  - Image making and its role in personal and professional success
  - Professional communication models
  - Business Dressing
  - Body language

- **Basic principles of persuasion and influence (influence skills).**
  - This module is based on synchronous e-learning programme in order the participants get in touch with one of the popular e-learning tools.

- **Basic principles of negotiations (Negotiation Skills)**
- **Basic knowledge of specific topics**
- **Legal forms and types of Companies (SA, SA, Offshore ...)**
  - Types of checks (crossed check, etc.)

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– Corporate statements (balance sheet, etc.)
– Printed correspondence management

- **Archiving documents**
    – Storage systems and retrieval of paper documents
    – Handbook for correspondence

- **Issues of new technologies and office automation**
    – Specific issues – office
    – SMS Marketing
    – Electronic Protocol
    – E-management applications (document management) and workflow
    – Modern supportive peripheral equipment required for the proper functioning of the Administrative-Secretarial Support office

- **Exam Preparation**

- **Presentations and preparation of Action Plan**

- **Feedback Session**

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TRAINING METHODOLOGY:	Before starting the programme a need analysis questionnaire sent to all applicants in order to collect the following information: • Academic Background • Professional Experience • Current position in the Enterprise • Expectations that wish to meet the seminar • Other comments concerning the implementation of the Seminar
DURATION:	24 Hours in class ten (10) hours of personal study
WEBSITE:	http://www.doortraining.gr/el/
CONTACT:	fo@q-training.gr 210 9244468
WHY YOU CHOOSE IT:	Because it is a training course which is directly related to key competence No 7: Entrepreneurship and it also gives the opportunity for certification the CSMA *(CSMA* is accredited in accordance with the international standard ISO / IEC 17024). This certification also recognized and accepted as an equal by the national accreditation body of countries - members of the EA *(European cooperation for Accreditation).*

<u>NAME OF THE TRAINING</u>: **Top Management Assistant**

REFERENCE (REF): 7

GENERAL AIM	The aim of the program is to contact the participants with new trends that characterize the position of Secretariat of the **Secretariat of the General Directorate** and **Secretariat of the Department Directors**.
SPECIFIC AIMS:	The role of **Top Management Assistant** changes in modern enterprise and the program offers to participants the opportunity to understand the ways in which they can better respond to their complex tasks.
DETAILLED TARGET:	The programme addressed to Secretaries of General Directorate, Secretaries of Department Directors and company's Top Management staff interested in improving their effectiveness, to promote their work and ensure their personal professional development. Participants should have professional experience because the programme does not cover the key topics but refers to specific knowledge.
DETAILLED CONTENTS:	• What are the responsibilities of the Top Management Assistant in modern enterprises? • Different leadership styles & profile of a senior managers business and suggested communication techniques and cooperation with them. • Adjusting the Secretary Directorate to the profile of the Head of the Department. • The personal profile of Top Management Assistant. Use of one of the tools MBTI (Myers Briggs Type Indicator) or DISC. How it affects our profile, communication and the cooperation with others (customers, partners, colleagues, etc.). • Business Writing Skills and study relevant Templates • Reasons of the problems in relationship with the boss, methods and techniques of problems management. • Emotional Intelligence • Evaluation - how to ask and how to use the results to improve your weaknesses. • The executive secretaries and collaboration with other executive teams • Time Management • Stress Management • Conflict Management • Personal & Organization Trust: How is being built and what actions deconstruct it. • Accountability: Reliability in our daily lives • Minutes of meetings • Preparation and coordination of successful meetings • Visitor welcome & Public Relations • Principles of negotiation • Principles of influence - Influence Skills: How to Influence others in order to hear the "Yes" more often • Creativity & Innovation in your daily work. • Bodies and other resources (resources) that are useful in your daily life • Computer Issues (Windows 7 : Office 2007 & 2010, Microsoft Visio, Microsoft Project, Projectors etc.
TRAINING METHODOLOGY:	The seminar is based on active learning techniques
DURATION:	30 hours
WEBSITE:	http://www.doortraining.gr/el/
CONTACT:	fo@q-training.gr 210 9244468
WHY YOU CHOOSE IT:	Because it is a training course which is directly related to key competence No 7. Moreover, It is a course that offers the opportunity to participants to understand the ways in which they can better respond to their complex tasks.

<u>NAME OF THE TRAINING</u>: **Executive Secretary - Personal Assistant**

REFERENCE (REF): 7

GENERAL AIM	The aim of the program is to contact the participants with new trends that characterize the position of Executive Secretary – Personal Assistant
SPECIFIC AIMS:	The program is primarily designed to help participants increase their productivity in their daily work and to offer more to their Management Team.
DETAILLED TARGET:	The program addressed to employees who have undertaken the role of Executive Secretary or **Personal Assistant** and are interested in gaining those skills that will support their progress to a senior level in the future.
DETAILLED CONTENTS:	- Phone calls management - Meeting Management - Management of the managerial team - Create spirit of cooperation - Development of a communication network - Communication and the importance of feedback - Increasing your contribution to the Management Team - Development of Personal Skills - Setting Goals - Setting priorities - Time Management - Assignment of tasks and responsibilities - Problem solving - Organizing of business trips - Organising Meetings - Managing demanding people - Personal task list - Essential Knowledge on Outlook (Calendar, Tasks, Contacts, Notes, Reminders).
TRAINING METHODOLOGY:	The seminar is based on active learning techniques
DURATION:	16 hours
WEBSITE:	http://www.σεμιναρια.gr/%CE%A3%CE%B5%CE%BC%CE%B9%CE%BD%CE%AC%CF%81%CE%B9%CE%B1/%CE%9C%CE%B5%CE%92%CE%AC%CF%83%CE%B7%CE%9C%CE%AD%CE%B3%CE%B5%CE%B8%CE%BF%CF%82%CE%9A%CE%BB%CE%AC%CE%B4%CE%BF%CE%AE%CE%95%CE%B9%CE%B4%CE%B9%CE%BA%CF%8C%CF%84%CE%B7%CF%84%CE%B1/%CE%9C%CE%B5%CE%B2%CE%AC%CF%83%CE%B7E%CE%B9%CE%B4%CE%B9%CE%BA%CF%8C%CF%84%CE%B7%CF%84%CE%B1/%CE%A3%CE%B5%CE%BC%CE%B9%CE%BD%CE%AC%CF%81%CE%B9%CE%B1%CE%93%CF%81%CE%B1%CE%BC%CE%BC%CE%B1%CF%84%CE%AD%CF%89%CE%BD/%CE%97Executive%CE%93%CF%81%CE%B1%CE%BC%CE%BC%CE%B1%CF%84%CE%AD%CE%B1%CF%82PersonalAssistant/tabid/269/language/el-GR/Default.aspx
CONTACT:	fo@q-training.gr 210 9244468
WHY YOU CHOOSE IT:	Because it is a training course which is directly related to key competence No 7. Moreover, It is a course that offers the opportunity to participants to understand the new trends that characterize the position of executive secretary and Personal Assistant.

3. RECOMMENDATIONS BY STAKEHOLDERS

1. **Please describe shortly the main recommendations of the stakeholders in regards to curriculum for the Key Competences**

   The main recommendations of the stakeholders in regards to curriculum for the No 4 Digital & No 7 Entrepreneurship Key Competence are:
   - ✓ The curriculum should be modern taking into account current developments (in ICT and entrepreneurship), structured (in terms of modules) and flexible in order to meet the requirements of the personal assistants of all types of businesses, organizations and public sector bodies.
   - ✓ It will be very helpful the programme to be offered by e-learning and the whole educational process to lead in a recognized and accepted certification.

2. **What main skills do stakeholders require from personal assistants in regards to the Key Competences?**

   - ✓ To have the skills to use a PC with Microsoft Software, basic applications of internet (word processing, databases, information storage and information management) e-mail and outlook (Calendar, Tasks, Contacts, Notes, Reminders)
   - ✓ Knowledge and ability to use modern supportive peripheral equipment required for the Office functions properly.
   - ✓ Documents organizing and archiving
   - ✓ Welcome clients and public relations
   - ✓ Effective communication
   - ✓ Phone calls management
   - ✓ Conflicts management
   - ✓ Stress management
   - ✓ Flexibility and Team working
   - ✓ Understanding the importance of time and effective time management
   - ✓ Fluency in English language
   - ✓ Event Management
   - ✓ Preparation and coordination meetings / appointments
   - ✓ Organizing of business trips
   - ✓ Body language
   - ✓ Emotional Intelligence
   - ✓ Creativity and Innovation in the daily work

4. REFERENCE LIST

1. Hellas National Report, 2011, *"Report on the current situation regarding ERF in Greece"*

2. European Commission, Enterprise and Industry, *"ICT competitiveness"*
    http://ec.europa.eu/enterprise/sectors/ict/competitiveness/index_en.htm

3. European Commission, Enterprise and Industry, *"Digital Enterprises"*
    http://ec.europa.eu/enterprise/sectors/ict/digital-enterpreneurship/index_en.htm

4. European Commission, Enterprise and Industry, "e-skills for the 21st Century"
    http://ec.europa.eu/enterprise/sectors/ict/e-skills/index_en.htm

5. European Commission, Enterprise and Industry, *"ICT Standardisation"*
    http://ec.europa.eu/enterprise/sectors/ict/standards/index_en.htm

6. International Hellenic University "*Entrepreneurship and Innovation 2014",*
    http://www.ihu.edu.gr/index.php/events/item/390-entrepreneurship-and-innovation.html

7. Door Training Consulting, http://www.σεμιναρια.gr/

8. University of the Aegean University, *"Digital Entrepreneurship"*,
    http://www.goseminars.gr/index.php/categories?task=view_event&event_id=4549

9. AMT Consultants, http://www.paso.gr/