

CURRICULUM VITAE

Proposed role in the project:

1. **Family name:** Møller
2. **First names:** Claus Henrik Nue
3. **Date of birth:** 4th November 1952
4. **Nationality:** Danish
5. **Civil status:** Married
6. **Education:**

Institution [date from – date to]	Degree(s) and Diploma(s) obtained
Institute of Political Science, University of Aarhus (1971 – 1982)	MA Political Science
Danish Engineering Organisation (January 2004)	Project Management course

7. Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Danish	Mother tongue	Mother tongue	Mother tongue
English	1	1	1
German	3	3	4

8. Membership of professional bodies: Danish Association of Economists (DJØF); Technical Assistance Consultants United (TACU); Member of CEDEFOP Skillsnet;

9. Other skills: (e.g. Computer literacy, etc.); Computer literate, user of spread sheets (Excel), word processing, databases (Access), presentation programmes, statistical software (SPSS and SAS) and Internet.

10. Present position: Partner and Senior Labour Market expert, Nelea aps. (www.nelea.dk)

11. Years within the firm: 15 years

12. Key qualifications:

- Computer literate – including spreadsheet, databases and statistical software programmes;
- More than 30 years of professional experience in the labour market sector – including 4 years as a University researcher at the University of South Denmark, Institute of Regional Development, 18 years as Labour Market economist at the Public Employment Service in the Danish regions of Aarhus and Vejle and 17 years as partner and senior labour market and VET expert in the Danish consultancy firm, Nelea aps;
- More than 25 years' professional experience working with Labour Market Analysis and Information systems;
- Extensive experience of working with different methodologies for analysis skills mis-matches and anticipation of skills demands;
- Extensive experience of working with Labour Force Surveys (LFS) and labour market statistics, indicators and analytical methodologies and occupational classifications (ISCO and different national adapted versions plus transforming the former Soviet occupational classificatory to ISCO standards) and Industrial classifications such as NACE and ISIC;
- Extensive experience in working with international methodologies for education data collection and classification (ISCED and EQF) and knowledge of analysis of international tests performance test such as the OECD PISA test of 15 years' old compulsory school students;
- Extensive experience in statistical data analysis using databases, Excel spreadsheets and statistical software programmes like SPSS for surveys and SAS for statistical analysis of digital administrative records (databases);
- More than 10 years' experience as key expert in 14 different countries funded by different donors – especially EU;
- Working experience in EU member states from Denmark, Slovenia, Poland, Romania, Bulgaria, Estonia, Latvia, Lithuania and Hungary and from the EU Candidate countries Montenegro and Turkey;
- Wide experience in design and using skills anticipation methodologies such as population forecast based on age and ISCED, prolongation of trends, scenario models, focus groups, questionnaires to employers on current and expected vacancies plus experienced lack of

qualified and labour; tracer studies of employment rate of graduates of VET and Active Employment Measures, benchmarking etc

- Extensive experience in capacity development programmes from Denmark, Georgia, Mongolia, Montenegro, Moldova, Kazakhstan, Romania, Bulgaria, Slovenia, Armenia, Poland and other countries;
- Experience as a Team Leader of international projects in Georgia, Montenegro, Mongolia, Moldova, Romania, Bulgaria, Russia and Poland plus experience from leading policy / research teams in Denmark and Turkey;
- Experience as key expert in 10 EU funded projects in Georgia, Montenegro, Mongolia, Moldova, Jordan, Kazakhstan, Romania, Turkey, Slovenia and Bulgaria;
- Mr. Moller has experience of Labour Market Information Systems (LMIS) from Denmark, Romania, Georgia and Slovenia and Educational Management Information Systems (EMIS) from Kazakhstan, Montenegro and Moldova;
- Experience in elaboration and management of Green Jobs Active Employment Measures (combining employment, training and environmental measures) from Denmark, the Baltic countries and Mongolia;

13. Specific experience in the region:

Country	Date: from (month/year) to (month/year)
Armenia	March 2001 – September 2001
Azerbaijan	May to July 2018
Bosnia & Herzegovina	February and December 2000
Bulgaria	January 1998 – December 1999, November 2001 – June 2002
China	August to October 2010
Estonia	April 2000 – December 2001
Georgia	May 2011 – December 2011, October 2019 – October 2023
Jordan	January to April 2014
Hungary	February 2003, May 2004 – June 2004
Kazakhstan	March 2011 to October 2013; May 2013 to August 2014
Latvia	April 2000 – December 2001
Lithuania	December 1995
Moldova	July 1998 – December 1999, April 2006 – January 2009; June 2014 – December 2015
Mongolia	February 2009 – July 2010, April 2016 to June 2017
Montenegro	October 2016 – July 2017; February to June 2018
Poland	April 1996 – December 1998, January 2002
Republic of South Africa	June 1997 to June 1998
Romania	January– September 1997, April 1993 – April 1994, December 2007 – April 2008
Russia	April 1999 – December 2003, July 2005
Slovenia	March 2002 – December 2002
Turkey	April 2004 – March 2006
Ukraine	September 2000

14. Professional experience

#	Date [from – to]	Location	Company	Position	Description
37	15-03-2021 to 15-07-2021 (16 WD)	Georgia	Sequa Project director Daniel Strube Daniel.strube@sequa.de	STE Labour Market Analysis	<u>GIZ project: "Promotion of the Involvement of Private Sector Organisations"</u> Assist Georgian Chamber of Commerce and Industry (GCCI) and five sector Associations (Georgian Wine producers Association (GWA), Georgian Tourism Association (GTA), Georgian Logistics Association (GLA), Information Technology Association of Georgia (ITAG) and Infrastructure Construction Companies Association of Georgia (ICCA) plan and implement sector skills need assessment analysis with the aim to narrow the gap between demand and supply of skills now and in the near future. Questionnaires, Sampling, focus groups
36	03-10-2019 - 03-10-2023 (300 wd)	Georgia	GOPA consultants Project director, Nikolay Sapundzhiev, Nikolay.Sapundzhiev@gopa.de	KE3 Labour Market Analysis	<u>EC project: 'TA to Skills Development for Matching Labour Needs in Georgia'</u> Assisting the MoESD comply with the SRPC variable performance indicators related to LMA (Sector Skills Anticipation analysis of 2 sectors and a 5-year forecast of the labour market balance for the whole economy); Elaboration of a Labour Market Information Data Warehouse collecting digital data from different Ministries and Agencies to monitor and forecast the balance for skills; Assist Enterprise Georgia carrying in an SME analysis; Assist the Ministry of Internally Displaced persons, Labour, Health and Social Assistance carry out a skills need analysis of the health sector; Assist upgrading of EMIS and LMIMS portals for the MoESC and MoIDPLHSA; Involvement of Social Partners in the design, implementation and analysis of LMI;
35	05-07/2018 (30 wd)	Azerbaijan	NIRAS Director of Programmes, Bjorn Hansson bjorn.hansson@niras.com Team Leader Herman Sonneveld hermansonneveld@yahoo.com	SSTE on Governance and Management of VET	<u>EC project 'Support to Vocational Education and Training (VET) in Azerbaijan'</u> . Review VET system Key Performance Indicators (KPI) and recommendations for monitoring the progress;
34	02-06/2018 (15 wd)	Montenegro	Transtec Asel Omoeva, Senior Project Manager aomoeva@transtec.be	International expert	<u>ETF project 'Support to training of trainer of in-company mentors in Montenegro'</u> . Conducted a capacity development workshop on design of in-company mentor's profile and the training programme for in-company mentors; designed the training materials; validation of the in-company mentor's training programme;
33	10/2016 – 07/2017 (186 wd)	Montenegro	British Council Country Director, vanja.madzgalj@britishcouncil.me Project manager, Armen Cekic armencekic@gmail.com	Team Leader	EC project <u>"Modernisation of the Educational Programmes and Teacher Training"</u> . Worked on preparing: Guidelines on Skills Forecast – including a Tracer Study methodology based on administrative records and an employer led database included in the EMIS database for in-company training and capacity building of tri-partite Sector Commission members and secretariats;
32	04-05/2016 04-05/2017 (55 wd)	Mongolia and China	HCL consultants G.N. Craze, Tech. Director, +302109240885 Project director, Julian Cassavetti Julian.cassavetti@hcl-consultants.com	Team Leader	EC project <u>"Ex-ante evaluation (Baseline study) and Monitoring of the project 'Support to Employment Creation in Mongolia (SECiM)"</u> Engaged in: preparing a baseline study of the current state of art within the Mongolian Employment Policy using LFS ISCED data and other available labour market statistics, labour market settings/ management, employment services and offices; review of the structure and characteristics of the labour force; supporting and preparing recommendations for the Employment Policy Implementation and Coordination Department of the Ministry of Labour;

					Monitoring the progress in implementation of the project and achievement of the indicators after one year.
31	06/2014 – 12/2015 (19 wms)	Moldova	GOPA consultants Project director, Werner Trutt Werner.trutt@gopa.de	Team Leader	<u>“Support for the VET sector in the Republic of Moldova”</u> . Assist the Government of Moldova in implementation of a structural reform in VET and establish sector committees to improve the social dialogue in the most important economic sectors; Engaged in preparing: a new financing mechanism for the VET institutions based on monitoring objective performance criteria (relevance, efficiency, attractiveness); Institutional Development Strategies and Action Plans; Strengthening Public-Private-Partnership at the institutional level; Strengthen the capacities of the stakeholders’ involved in the 25 million Euro VET Sector Policy Support Programme (SPSP)
30	28-01-2014 - 10-04-2014 (45 wds)	Jordan	CfBT Education Trust Team Leader, Niels Peter Jensen n.p.jensen@hotmail.com	KE 2 Senior Educational Expert	<u>‘Support to elaboration of a Budget Employment and TVET Sector Support Programme for the Jordanian government covering the period 2015-2019’</u> : 2 participatory consultation workshops of one-day duration; A final draft programme Action Fiche defining future programme intervention; A final draft financing agreement, including all annexes such as TAPs (performance indicators and methods of measuring progress) and a revised log-frame;
29	22-05-2013 -08-2014 (40 wds)	Kazakhstan	Nelea aps Financed by the GoK via JSC Information-Analytical Centre for Employment Issues Vice President Alexandr Duranov dauranov@enbek.kz	Team Leader	<u>Development of recommendations to improve the system of occupation classification, including the system of determining and forecasting the labour market demand in human resource for the medium term</u> Draft improved occupation classificatory – Transforming the national ISCO88 to ISCO08 standards and adding digits 5, 6 and 7 digits to the international 4 digits levels Methodology to new occupation classification combining the ISCO08 standard with the German KldB occupational classificatory, Model to forecast the labour market demand in human resources by occupation (ISCO08) Comparative report on forecast models in different countries; Recommendations for creation and implementation of the system for forecasting labour market demand in human resources for the medium term (Using ISCED population forecast data combined with benchmarking of employment (ISIC and ISCO) and scenario models)
28	23.03.2011-08.04.2011 13.08.2011-27.08.2011 17.10.2011-29.10.2011 (4 missions of 42 working days in total) 04/2012-10/2013 (18 wms)	Kazakhstan	GOPA worldwide consultants Martin Jeglitza, former Director, mj@mindsetforchange.eu Team leader, Thomas Lux thomas.lux@giz.de	Sector Qualifications Frameworks Expert Key Expert 2	<u>“Support to Vocational Education and Training Reform”</u> : Responsible for coordination, supervision and management of the following components: 1. Strategic Development – Public Private Partnership at National, Sector and Regional level; 2. Cooperative VET School Management – Management by Objectives and Public Private Partnership at institutional level; 3. Internships and study visits. Capacity building in understanding and utilisation of ISCO, ISCED, ISIC and NQF for analytical and administrative purpose of skills matching and anticipation.
27	04/2011-12/2011 (64 wd)	Georgia	Lambard Management Consultants Managing Director Jim Fitzgerald jfitz@lambard.ie	Team Leader	EC project <u>“Monitoring of the Implementation by the Government of Georgia of the VET Sector Policy Support Programme (SPSP)”</u> . Assessment and implementation of capacity building and training needs of the MES and its Agencies – including the national VET council and its working groups; drafting ToR for a new TA project; monitoring of the Progress of the SPSP within TVET, Manual on Labour market demand

			Project Manager, EUD Georgia Nino.KOCHISHVILI@eeas.europa.eu		and tracer study analysis
26	04-08-2010 / 30-10-2010 (30 wd)	China	Hifab International AB Team Leader Alina Maric Alina.maric@home.se	Training expert	SIDA project: <u>International training program, Project management course</u> . 2 two-week training sessions where 60 (30+30) staff members of Ministry of Finance and Commerce and regional departments of the Ministry has been trained in Project Management in Guizhou and Chongqing provinces; The training included a module on Monitoring and Evaluation related to LFA variables (Performance: objectives / Impact; Effectiveness: Objectives / Outcomes; Efficiency: inputs / outputs). The participants elaborated specific project proposals to support economic growth in their region.
25	02/2009 – 07/2010 (18 wm)	Mongolia	GOPA worldwide consultants Martin Jeglitza, former CEO mj@mindsetforchange.eu	Team Leader	MCC financed <u>“Technical and Vocational Education and Training programme ‘Policy and Operational Framework Reform’ project”</u> . Responsible for: day-to-day management of the project; establishment of a legal and financial framework for a Public-Private-Partnership Managed demand driven TVET system – including a tripartite National VET council, 3 Sector VET Councils and 3 Regional VET Councils and a National VET Agency to support the Social Dialogue and a demand driven VET system; streamlining of the legal and regulatory framework; capacity building activities for key stakeholders ranging from Members of Parliament to VET institution managers, advising managers of employers’ associations and large enterprises – including training in using Labour Market Information (LFS and LMIS) for VET planning and monitoring);
24	12/2007 – 05/2008 (71 wd)	Romania	Aarhus Technical College, Ellen Jeppesen, Senior Consultant, +4589373533 Project manager WYG Ms. Gabriela Platon gabiplaton@yahoo.com Team Leader, Ian Hume ian.hume@btinternet.com	International Expert on Labour Market and Sector Development and labour market intelligence	EC funded <u>‘Technical Assistance for Institutional Building in the TVET sector, Romania’</u> . The main tasks: conduction studies on labour markets (skills mismatch and anticipation) and sectors; updating of 8 Regional Education ‘Action Plans and 42 Local Educational Action Plans; updating of 8 Regional Labour Market Analysis; elaboration and implementation of a Monitoring and Evaluation system for the Regional Education Action Plans and Local Education Action Plans;
23	01/2006 – 04/2009 (25 wm)	Moldova	Hifab International AB Former CEO, Bertil Oskarsson bertil.a.oskarsson@gmail.com	Team Leader	SIDA project <u>‘Support to the Development of the Vocational Education System in Moldova’</u> . Responsible for: supporting the Ministry of Education and Youth, assigned in charge for VET reform; elaboration of a National VET strategy and Action Plan; enhanced Social Dialogue in VET via establishment and capacity building of stakeholders in VET Sector Committees and a National VET Council, drafting Strategy and Action Plan for minimising the drop-out rate; participation in elaboration of a NQF.
22	04/2004 – 03/2006 (2 wy)	Turkey	Hifab International AB Former director, Bertil Oskarsson bertil.a.oskarsson@gmail.com	KE3 Lead Policy Consultant	EC funded <u>‘Active Labour Market Policy / Support to the Turkish Employment Organisation ISKUR’</u> . Elaboration of 25 labour market analysis – national, regional, sectoral using household surveys, enterprise questionnaires, focus groups, forecasts based on LFS and ISCED, elaboration of a National HRD strategy, assistance to elaboration of the JAP/NAP; elaboration of a business plan for the Turkish Public Employment Service (ISKUR); strengthening of provincial social dialogue; cooperation with Private Employment Agencies, recommendations for enhanced administrative efficiency at regional level;
21	01-06-2005 / 01-07-2005 (5 wd)	Russian Federation	Nelea aps COE project Alexander Kostanyan Alexander.kostanyan@gmail.com	Trainer	<u>‘Labour Market Analysis’</u> Elaboration and implementation of a one-week Capacity Building program in labour market analysis and forecast for 30 staff members of the Federal Employment Service HQ and in the Vladimir and Ivanovo regions.

20	01-05-2004 - ongoing	Denmark	Nelea aps. www.nelea.dk Director, Lise Wichmann Hansen Lise.wichmann@nelea.dk	Partner and Senior Labour Market Expert	Long and short-term assignments Budgeting and planning using Excel Writing technical proposals
19	01-02-2003 /01-11- 2003 (9 wm)	Russia	Hifab International AB Team Leader Alina Maric Alina.maric@home.se	Key Long- Term Employment Expert	<u>EC project: 'Integration of Former Military Service men into Civil Society III'</u> . In connection with turning the Russian army into a professional army thousands of military service men would be dismissed from what they always considered a life-long living in barrack with their families. The task comprised: Collection of information related to the labour market in three regions and analysis of the servicemen's professional profile. In 4 oblasts, selection of an institution dealing with employment for the delivery of re-employment services: elaboration of the evaluation procedure, organisation of the selection process, lay-out of the conditions for sub-contracting, planning, implementation and evaluation of job fairs.
18	02/2003 (Part time)	Hungary	Public Employment Service in Denmark J.B. Andersen +4570102626 Team Leader Bent Dupont dupont@karby.dk	Short Term Expert and Advisor	EC-PHARE Twinning Project ' <u>Modernising the Hungarian Employment Service</u> '. Recommendation report on design of a new enterprise service model based on a user survey to enterprises; elaboration of a model for Internet based Vacancy and CV bank matching demand and supply;
17	03/2002 - 12/2002 (9 wm)	Slovenia	PES Denmark / COWI consult Director, Peter G. Madsen; PGM@cowi.dk	Team Leader	EC project ' <u>Building up the Labour Market Indicators System for following up the National Employment Strategy and National Action Plan</u> '. Responsible for: supporting the Ministry of Labour, Family and Social Affairs in developing EU comparable system of labour market indicators based on available statistics (LFS, ISCED, NACE, ISCO etc), setting up the informational system and providing training; supporting the smooth implementation of National Employment Action Plan; laboration of a manual for the monitoring the indicators based on administrative records – including employment rates; gender, age groups and specific target groups (disabled and long term unemployed). Capacity building; procurement of equipment and software.
16	11/2001 – 07/2002 (Part time)	Bulgaria	Public Employment Service in Denmark Ms. Elina Natcheva-Skarby elina.natcheva-skarby@europarl.europa.eu	Team Leader	EC-Phare project ' <u>Preparation of the Phare 2001 ESC – Labour Market Initiative (LMI) and Social Inclusion (SI) Projects</u> '. Responsible for: Labour Market analysis and ESF like project proposals for 4 NUTS2 regions – including a feasibility study for a Business and Support Centre for Disabled, a Survey of Business Opportunities for Self-employed and Family Business and a proposal for a One-stop Business Support centre.
15	03/2001 – 09/2001 (Part time)	Armenia	Lernia, Sweden Former deputy director of the Employment Service, Nune Hovhannisyan hovhannisyan@ilo.org	Short Term Expert	EC project: ' <u>Labour Market Training Services</u> '. Labour market Monitoring. Training sessions for the staff of the Employment Service and VET system in labour market monitoring. Visits to the regions.
14	01-02-2001 / 01-03- 2002 (Part time)	Kaliningrad, Russian Federation	NIRAS, Denmark DANIDA project	Team Leader	DANIDA project: ' <u>Integrated Environmental Programme</u> '. Management of 5 Grant Scheme like projects combining environmental, employment and training measures.
13	01-12-2000 / 15-12- 2000	Bosnia & Herzegovina	Aarhus Technical College EC-Phare project Team Leader, Ellen Jeppesen ej@ats.dk	Short Term Labour Market Expert	<u>'VET bridge project'</u> . Seminar on VET and the Labour Market, the Social Partners and Training Needs Assessment
12	01-09-2000	Ukraine	Lernia, Sweden	Short Term	<u>'VET reform in Ukraine'</u> .

	(15 wd)		EC-ETF project CEO, Bert. Oskarsson bertil.a.oskarsson@gmail.com	Expert	Staff Training in labour market monitoring
11	04/2000 – 12/2001 (Part time)	Latvia and Estonia	Public Employment Service in Denmark Project Director, Jesper Karup Petersen; JPK@cowi.dk	Assistance Project Manager / Advisor	DANIDA project ' <u>Strengthening the Environmental Awareness in Vocational Training and Unemployment Measures</u> '. Responsibility for: recommendations for an organisational framework for combining employment, training and environmental measures of a Grant Scheme type; design and implementation of local projects; preparing Manual on Implementation of Eco-tourism projects supported by employment and Training measures; supporting to Leonard project applications.
10	04/1999 - 07/2000(Part time)	Kaliningrad Russian Federation	Public Employment Service in Denmark Project manager Ms. Maria Chmireva chmireva@koczn.koenig.su	Project Manager / Advisor	DANIDA project ' <u>Labour Market Monitoring, Analysis and Forecasts</u> '. Responsibility for: Elaboration of manuals on different Labour Market forecast models and implementation of analysis and forecasts. Staff training. The project established cross boarder contracts to the Polish region of Olsztyn and a joint website for information sharing. Later, Lithuania joined to project
09	07/1998 - 12/1999 (1 ½ wy)	Chisinau, Moldova	Public Employment Service in Denmark Project Director Joergen Damgaard j-damgaard@mail.dk	Long Term Expert and Component Task Group Manager	EC-EFT project ' <u>Reform of the Moldovan Vocational and Training System</u> ' Tripartite forums, recommendations for new VET activities based on labour market analysis and forecasts, manuals
08	01/1998 – 12/1999 (Part time)	Sofia and Varna, Bulgaria	Public Employment Service in Denmark Ms. Elina Natcheva-Skarby elina.natcheva-skarby@europarl.europa.eu	Short Term Expert and Advisor	DANIDA project ' <u>Institutional Capacity Building of Governmental and Regional Labour Market Institutions and Adult Training Institutions</u> ' Conducted capacity building of Governmental and Regional Labour Market Institutions and Adult Training Institutions on Labour Market analysis and leading the social dialogue.
07	06/1997 – 06/1998 (Part time)	Republic of South Africa	Public Employment Service in Denmark Mr. Thabani Mazibuko Thabani.Mazibuko@labour.gov.za	Advisor and Short-Term Expert	DANIDA project ' <u>Provincial Skills Development Pilot Project</u> ' Prepared recommendations for 8 new learner ships according to the NQF based on labour market need assessment among enterprises and the qualification profiles of the unemployed. Implementation of the training based on tenders to local training providers.
06	01/1997 – 04/1997 (Part time)	Romania	Public Employment Service in Denmark Project Manger Gülten Safta-Zecheria; gulten@rnc.ro	Short Term Expert and Advisor	EC-PHARE project ' <u>Programme on Active Employment Measures</u> ' (PAEM). Responsible for: Establishment of a Temporary Labour Agency in Galati, Programmes for disadvantaged job seekers. Establishment of the first Temporary Labour Agency offering part time trained secretaries, translators and bookkeepers to enterprises and households during peaks of work
05	04/1996 – 12/1998 (part time)	Poland	Public Employment Service in Denmark J.B. Andersen +4570102626	Quality Manager and Advisor	DANIDA / SISA projects' " <u>Services to Enterprises and Job seekers</u> " and " <u>Management by Objectives in the Polish Public Employment Service</u> " Quality assurance, Project management, staff training. Elaborated a Manual on Services to Enterprises and Job seekers
04	04/1996 – 04/2004 (full time)	Denmark	Public Employment Service in Denmark Former director J.B. Andersen jba@bsanet.dk	Head of section	<u>Secretary to the tripartite Employment Council / Labour Market Economist</u> Responsible for quarterly skills need forecasts which was the basis for the Employment Councils initiation of Active Employment Measures (annual budget 100 M Euro) to mitigate labour market imbalances. Introduction of an internet-based enterprise questionnaire to a representative sample of enterprises and elaboration of SAS statistical programmes to analyse the development in the supply of skills. Together with Employers and trade unions elaborated the Adult Apprenticeship scheme ensuring occupations experiencing bottlenecks quickly could be supplied with qualified labour via upgrading with credit for in-formal and non-formal qualifications while being substituted by subsidised unemployed job seekers with in-formal training (so-called job rotation project). Elaboration and management of the so-called Green Activation grant

					scheme, where unemployed engineers were trained in environmental management and offered their assistance to enterprises planning to get ISO 1400 certification or other environmental certification. Head of the income based International division of PES, Vejle
03	04/1993 – 04/1994 (1 wy)	Bucharest, Romania	COWI consult Malene Sand Jespersen, Chief PM, cowi@cowi.com Former Minister of Labour, Ms. Simona Marinescu; Simona.marinescu@undp.org	Project coordinator	EC-PHARE project “ <u>Social Cost of Restructuring</u> ” Project Management Documentation of analytic tools – long- and short-term labour market needs forecast models; Social Partners; Social safety net; Enterprise support services - Reorienting the Ministry of Industries from a management institution to a service institution
02	04//1986 – 04/1996 (9 wy+8 wm)	Aarhus, Denmark	Public Employment Service in the region of Aarhus Former Director of Employment Region Central, Palle Christiansen pch@ams.dk	Head of section Labour market economist	Labour Market Monitoring and Forecasts, Planning, secretary to the tri-partite Regional Labour Market Council, Capacity Building of new staff of the Employment Service and further training of existing staff. Quarterly skills need forecasts, based surveys to enterprises combined with forecast of the supply of skills based on trend analysis of the professions of registered jobseekers. Analysis of skills need in different sectors – i.e. construction, clerks, chemical industry, retail trade, the financial sector, drivers of good motor vehicles and manufacturing of metal products and machinery using enterprise and jobseeker questionnaires (SPSS) and available labour market statistics (LFS, employment and unemployment statistics by ISCO, ISED and NACE codes. Planning and monitoring of Enterprise Services like enterprise visit by Employment Consultants, new initiatives to obtain more vacancies via so-called job-shops, coordination and information sharing of the Enterprise service offered by the Public Employment Service, the Adult Training Centres and the Technical and Business Colleges in the region. Considerations of cases of applications for work permission from enterprises for non- EU employees, applications from enterprises for work-sharing temporary arrangements during change-over of production and cases of mass-lay-offs, where outplacement service were designed.
01	10/1982 – 04/1986 (3 ½ wy)	Esbjerg, Denmark	University Centre of South Denmark Former Assistant Professor, Carsten Ulstrup Johansen carsten_ulstrup@hotmail.com	Researcher	Research reports on Regional Development with focus on Labour Market and Educational issues; Secretary to Open University; Project on Regional Development in Denmark and Poland; External consultant on Restructuring of the Administration of the Municipality of Esbjerg Research reports based on questionnaires on Tracer study of graduates of teaching colleges, continued and further education and training needs with the social field in the county of Ribe and economic;

15. Other relevant information: (e.g. Publications, etc)

Publications: Selected list:

“Guideline on Sector Skills Anticipation Analysis” Tbilisi, October 2020;

“Feasibility Study on establishing a Labour Market Information Data Warehouse in Georgia, Tbilisi, March 2020;

“Baseline and recommendation report on VET Management regulations in Azerbaijan”, Baku 2018

“International Experience in internal VET management”, Baku 2018;

“ETF profile of VET in-company mentors and training programme’ Podgorica, 2018;

“Handbook with a set of instruments for LMA – including tracer study based on administrative records”, Podgorica, November 2016;

“Template and Guideline for Sector Profile Reports, Sector Commission annual reports and action plans”, Podgorica, January 2017;

“Guideline for EAM and Sector Commissions on updating, maintaining and utilising SKZ (ISCO)”, Podgorica June 2017,

“Concept note for an Employer lead database focused on in-company training”, Podgorica December 2016;

“Result Oriented Monitoring report on the SECiM project, Ulaanbaatar, June 2017;

“Baseline study on the Employment Promotion Policy in Mongolia and recommendations for the EU financed ‘Support to Employment Creation in Mongolia’ projects, Ulaanbaatar, 2016;

“International Experience in Labour Market Forecasts”, Chisinau 2015;

“Study on labour market needs assessment in Moldova in terms of labour training in vocational-technical education”, Chisinau 2015

“Handbook on Social Dialogue in VET Management”, Chisinau 2015

Action Fiche and financial Agreement for the EU Employment and HRD SPSP 2015 to 2018, Amman 2014

"Handbook and Toolbox for Cooperative VET School Management", Astana, July 2013

"Operational guide to elaboration of SQF and educational plans", Astana, 2011

“Handbook for private sector members of VET Councils”, October 2009, Ulaanbaatar, GOPA Worldwide Consultants

"Manual on Labour market demand and tracer analysis in VET", Tbilisi, 2011

“Manual on Social Dialogue in VET”, September 2009, Ulaanbaatar, GOPA Worldwide Consultants

“Action Plan for VET strategy in Moldova” September 2006, Chisinau, Hifab (www.moldvet.org)

25 different labour market analyses (sector and regional) in Turkey, Ankara 2005, (Focus groups analysis, Internet based sector analysis, Users satisfaction analysis, questionnaires etc)

“HRD strategy for Turkey” Ankara 2005, Hifab

"Guideline for Medium-term Labour Market forecasts model based on Benchmarking" PES Vejle, Kaliningrad 2000;

“Introduction to the ‘Green activation’ Programme”, Vejle, October 2000

“Guideline for short-term Labour market forecasts” ATC, Chisinau, 1999

“Guideline for medium-term Labour market forecasts” ATC, Chisinau, 1999

“Guidelines for Regional Training Needs Analysis” AMU Centre West Zeeland, Varna, 1998

“Manual on Enterprise Service for the Public Employment Service” SBK Consortium, 1996

"Report on Recruitment Problems", RLMC of Vejle, 1995

"The need for Language Training Courses in Export Enterprises", RLMC of Aarhus, 1992

"Small Firm Service Centres in Great Britain", report from a study excursion, The Danish National Labour Market Authority, 1988

"Instruments of Economic and Employment Policy" in Decentralisation and Local Government - a Danish-Polish Comparative Study in Political Systems, Roskilde University Press, 1988. (also available in Polish)

"Manual on Services to Jobseekers" SBK Consortium 1996

"Social Care for the Elderly - The Demand for Qualified Labour", RLMC of Vejle, 1995

"Cleaning - Measures to increase the Supply of Qualified Labour Force", RLMC of Vejle, 1995

"Models for combining Active Employment Measures and Adult Vocational Education", RLMC of Vejle, 1995

"Models of strengthening the Quality of Public Subsidised Jobs", RLMC of Aarhus, 1994

"Documentation of Analytical Tools - Long Term and Short-Term Models", COWIconsult and the Romanian Ministry of Industries, 1994

"Social Partners - A Framework for Social Dialogue on Social Costs of restructuring", COWIconsult and the Romanian Ministry of Industries, 1994

"Social Safety Net - Complementary Active Labour Market Measures", COWIconsult and the Romanian Ministry of Industries, 1994

Enterprise Support Services - Strengthening the Role of the Ministry of Industries", COWIconsult and the Romanian Ministry of Industries, 1994

"Construction - a Turbulent Sector", RLMC of Aarhus, 1992

"The financial sector - Qualifications, Alternative Occupations and Training Needs", RLMC of Aarhus, 1992

"The Retail Trade Sector in Aarhus County", RLMC of Aarhus, 1991

"The Manufacturers of Metal Products and Machinery in Aarhus County", RLMC of Aarhus, 1991

"Drivers of Goods Motor Vehicles - Labour and Training Needs", RLMC of Aarhus, 1989

"The Process/Chemical Industry in Aarhus County", RLMC of Aarhus, 1989

"Occupational barriers of Female Clerks", RLMC of Aarhus, 1987

"Qualification Structure of Unemployed Clerks", RLMC of Aarhus, 1987

"The demand for qualified Clerks in Industrial Enterprises", RLMC of Aarhus, 1987

"School Teachers in Alternative Job – A Tracer Study of the Graduates from 7 Teacher Colleges", University of South Denmark, 1886