

## TVET Centre for Innovation Structuring Programme

### Objective:

This program aims to support TVET Centers in gaining a deep understanding of the organization of the innovation ecosystem at its different levels – micro, meso, and macro. It also seeks to assist TVET Centers in developing the essential components required for their active and strategic participation in the innovation ecosystem in their area of operation. By aligning their practices with market demands and global trends in technological transformations, the program aims to ensure that institutions are prepared to face emerging challenges and contribute effectively to economic, social, and technological development.

***Note 1:** To define the essential components for structuring the TVET Center, we used the ISO 56002 standard as a reference. ISO 56002 is an international standard that guides organizations of all types and sizes in creating, implementing, maintaining, and continuously improving an innovation management system. It offers practical guidelines to help organizations manage innovation effectively and align with their strategic objectives. It is important to note that this program does not intend to prepare TVET Centers for ISO 56002 certification but to act as a starting point for seeking excellence in innovation.*

***Note 2:** The TVET Center Structuring for Innovation program uses examples from renowned Education and Vocational Training Institutions in Brazil.*

### Program Features

- The program will last two years and has four stages.
- **Stages 1, 2 and 3:** In-person meetings will be held with the TVET Center's technical team, made up of managers, coordinators and teachers. These stages will be developed in a collaborative co-creation process involving all participants.
- **Stage 4:** The meetings will be held in a hybrid format, with online meetings every two weeks and in-person meetings every three or four months. As in the previous stages, the process will be co-created with the TVET Center's technical team, maintaining the engagement of managers, coordinators, and teachers.

### Step 1: Characterization of the TVET Center

**Objective:** To understand the current context of the TVET Center and its main characteristics.

- **Historical Analysis:** Assessment of the institutional history, its trajectory in the education sector, and innovation, including previous projects, partnerships, and results obtained.
- **Organizational Structure:** Survey the current organizational structure, including the existing staff, functions, and skills.
- **Infrastructure:** Assessment of physical and technological facilities, such as laboratories, teaching environments, digital platforms, and research and development resources.
- **Products and Services:** Identify educational programs, courses, training, and services offered, in addition to existing partnerships with companies, organizations, and other educational institutions.
- **Market Analysis:** Study of the TVET Center's insertion in the local and global market, including the demand for courses and services and competitiveness analysis.

## Step 2: TVET Centre Maturity Assessment

**Objective:** To assess the current status of the TVET Centre in terms of innovation and its role in the innovation ecosystem.

### 1. Understanding the Innovation Ecosystem (Micro, Meso and Macro)

- **Micro:** Assessment of interactions within the institution itself (teachers, students, administrative teams) and how they foster innovation.
- **Meso:** Analysis of the TVET Centre's interactions with companies, universities, government agencies, and other organizations in the region or sector.
- **Macro:** Analysis of the TVET Centre's position within the national and global scenario, looking at public innovation policies, regulations, and international trends.

### 2. Assessment of the Essential Components for Innovation

- **Understanding the Context of the TVET Centre:** Analysis of the economic, technological, and social context in which it operates and its adaptations.
- **Monitoring of Calls for Proposals and Funding for Innovation:** Assessment of the Centre's capacity to identify and access funding sources, calls for proposals, and opportunities for innovation.
- **Leadership and Governance for Innovation:** Examination of the governance model and leadership of the institution about innovation, including the definition of strategies, policies, and support for innovative initiatives.
- **Innovation Policy and Strategic Alignment:** Analysis of the existing innovation policy and its alignment with the institution's strategic objectives.
- **Innovation Objectives and Planning:** Assessment of defining innovation goals and how these are planned and monitored.
- **Organizational Structure and People Management:** Assessment of the organizational structure and human resources available to implement and sustain innovation.
- **Culture of Innovation in the TVET Centre:** Measure the culture of innovation within the institution, considering attitudes, behaviors, and the adoption of innovative practices.
- **Resources for Innovation:** Analysis of available resources (financial, technological, human) to support innovative activities.
- **Partnership Management and Integration into the Ecosystem:** Assessment of existing partnerships with companies, universities, and other innovation institutions.
- **Innovation Portfolio:** Selection, Management, and Evaluation of Initiatives: Analysis of how the TVET Centre manages its innovation portfolio, including the selection, implementation, and evaluation of initiatives.
- **Innovation Processes and Operations:** Assessment of internal processes to support innovation, including operational flows and project management methodologies.
- **Innovation Support Tools and Methods:** Verify the tools used to support innovation management, such as software, methodologies, and agile methodologies.
- **Innovation in Teaching and Learning Processes:** Assess the teaching approaches adopted and their degree of innovation, such as the use of technologies, active methodologies, and project-based learning.

- **Intellectual Property Management:** This is an analysis of the process of protecting and exploitation of intellectual property generated by innovation activities.
- **Monitoring and Evaluation of Innovation:** Assessment of the methods and systems for monitoring and evaluating innovative initiatives.
- **Internal and External Communication for Innovation:** This section examines internal and external communication regarding innovation and how the TVET Centre shares its results and innovative practices with stakeholders.
- **Management of Strategic Intelligence and Documented and Controlled Information:** Assessment of the management of data and strategic information for innovation, including control of documented information and competitive intelligence.

### Step 3: Development of the Development Plan (Action Plan)

**Objective:** To develop a development plan based on assessing the Essential Components of the TVET Centre for Innovation.

- **Define Priorities and Objectives:** To establish the areas with the most significant potential for improvement and to align strategic objectives for innovation.
- **Develop Implementation Strategies:** To create practical actions to achieve the objectives, including defining deadlines, resources required, and responsibilities.
- **Allocate Resources:** To identify the financial, human, and technological resources needed to implement the innovation actions.
- **Establish Success Indicators:** To define KPIs (key performance indicators) to monitor the progress and results of the innovation initiatives.

### Step 4: Monitoring the Implementation of the Development Plan

**Objective:** Monitor the plan's implementation and make necessary adjustments to ensure the success of innovation initiatives.

- **Continuous Monitoring:** Monitor actions and performance indicators to verify the progress of implementing the action plan.
- **Adjustments and Improvements:** Adjust strategies and actions based on monitoring results.
- **Periodic Reporting:** Generate progress reports for leadership and stakeholders, highlighting progress, challenges, and opportunities.

## Expected impacts of the Program for Structuring Technical and Professional Education and Training Centers for Innovation

The transfer and dissemination of the Program for Structuring Technical and Professional Education and Training Centers for Innovation to ETP Centers makes it possible to identify projects and actions with the potential to generate significant impacts, such as:

1. **Promoting student development:** market-aligned curricula and strengthening continuing education programs.
2. **Promoting continuing education for educators:** offering effective programs for teachers' ongoing professional development.
3. **Expanding partnerships and collaboration:** partnerships with companies and cooperation with universities and research centers.
4. **Encouraging entrepreneurship:** structuring incubators and accelerators, courses, and workshops focused on entrepreneurship.
5. **Boosting research and development:** creating innovation laboratories and collaborative research projects.
6. **Strengthening community connections:** holding events, conferences, and networking platforms.
7. Increased support for local development: provision of local training programs, consultancy, and extension services.
8. **Facilitating access to resources:** libraries, digital resources, equipment, and infrastructure.
9. **Promoting sustainability initiatives:** Sustainable Projects and Education for Sustainability.
10. **10. Improving financial sustainability:** promoting actions that increase the institution's financial capacity to invest in improvements and innovations.
11. **11. Improving assessment and continuous improvement:** structuring assessment systems that promote continuous improvement in the quality of education.
12. **12. Improving marketing and communication actions:** developing internal and external marketing and communication strategies that result in high engagement and brand recognition.

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