The Architecture of the ECQA – European Certification and Qualification Association

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Abstract: The ECQA has been founded in form of a not for profit association. It acts as the independent certification unit and issues the certificates.

The underlying technology is based on the self assessment and exam portals developed by ISCN in 1998 – 2010 supported by various EU initiatives.

This paper describes (1) the general set of roles and responsibilities involved, (2) the legal framework, and (3) the business flows to be managed by the association.

In the following text please note that EQN (Leonardo Network project , 2005 – 2007) and EU Cert Campus (LLP Multilateral Project to create a Virtual Campus, 2008 - 2010) are just names of an EU project which financed the establishment of these concepts. The certification body founded in July 2008 (part of the exploitation platform) is called the ECQA – European Certification and Qualification Association.

1. Role Based Landscape of the Association

The association structure has been described using role based process models. The following roles have been grouped by areas of activities.

User Area

- Learner
- Learner Committee

ECQA Specific Areas

Testing system

- Exam and Certification Portal
- Test Server Administrator

ECQA Certificates Management

- ECQA Ordinary Members
- ECQA Certificates Board
- Optional Advisory Panels

ECQA Certificates Committees

- Job Role Committee
- Job Role Based Exam Committee

ECQA Certificates Training Area

- Certified Training Body / Organisation
- Certified Trainer

ECQA Certificates Examination Area
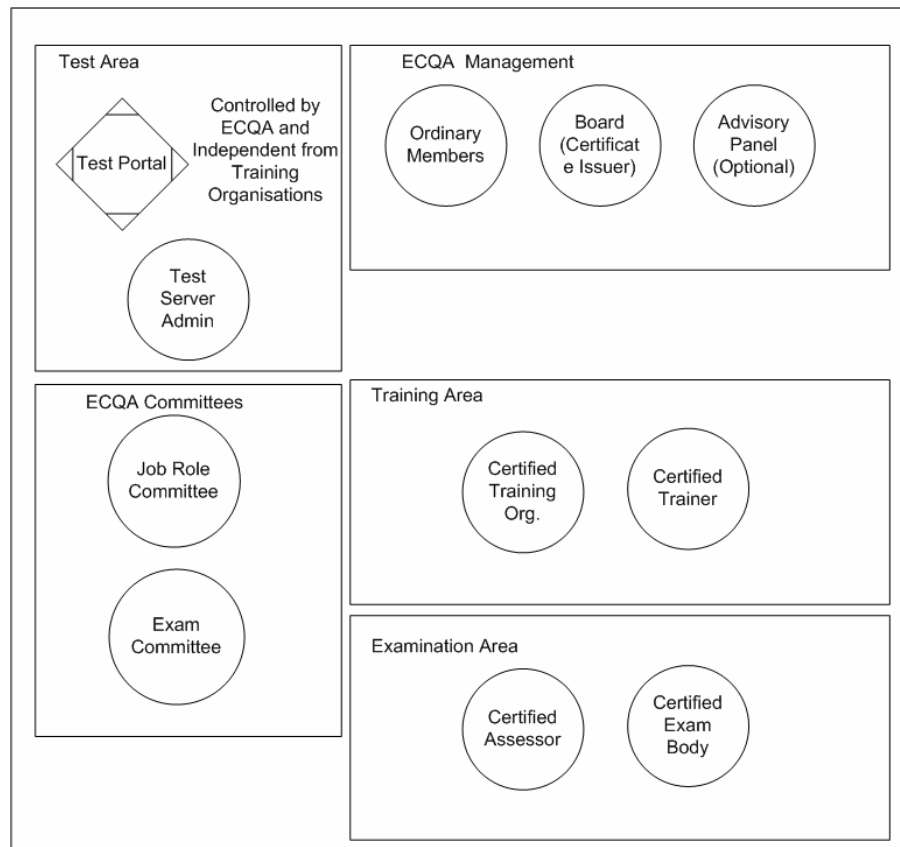
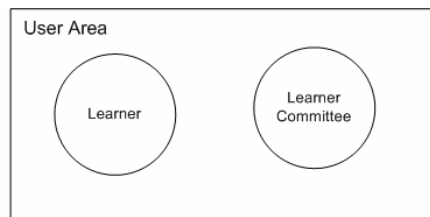- Examination Body / Organisation
- Certified Assessor

Figure 1: Role based landscape of the organisation

Based on this landscape responsibilities for roles and role based work flows have been designed.

Please note that a one person / organisation can play many roles at the same time. Here we describe roles and not functions !

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2. Description and Responsibilities of each Role

User Area

- **Learner**
    - General Description: A learner can be a student or an employee who wants to upgrade the skills to fulfil a specific job role. Learners will register at the learning portals, perform self assessments, attend courses, perform tests, and receive certificates.
    - Responsibilities:
        - Register with one of the job roles at the EU Cert Campus web site (www.eu-certificates.org , menu point "Skills Portals).
        - Perform self assessment and learning online (See the guides at www.eu-certificates.org , menu point "Learning Portals)
        - Instead of online courses students can attend vocational courses (announced in an annual training plan by the corresponding job role committee)
        - Performing a test, see exam guides at the ECQA (www.ecqa.org), menu point "Exam Portals".
        - Paying and receiving a certificate signed by the ECQA director and recognised by all members of the association.
- **Learner Committee**
    - General Description: A learner committee consists of a group of learners related to the same job role. In some professions world wide committees have been created already (Scope manager, SW Architect, IT Security / E-Security, …). These committees will be outside the ECQA scope but will interact with ECQA at a regular basis through the elated conferences EuroSPI (www.eurospi.net), CONQUEST (www.isqi.org), and SPIRAL (www.spiral.lu).
    - Responsibilities:
        - Participate in the learner committees and exchange ideas and best practices.
        - Feedback to EU Cert Campus and the ECQA to improve the program.
        - Feedback to the related job role committee to improve the skill card and the test questions pool.

ECQA Specific Areas

Testing system

- **Exam and Certification Portal**
    - General Description: The test systems and certification portals have been developed and continuously enhanced in a set of projects (CREDIT Telematics project 1998 – 2001, EPI E-Learning Project 2003 – 2005, EQN Project 2005 – 2007). The portals can manage tests of up to 500 students at the same time. The portals have been used by 3500 managers/students already. The portals can manage student administration, test management, and automatic generation of certificates. Tests are multiple choice based.
    - Responsibilities:

- Provide guidance to learners how to perform tests (www.ecqa.org, menu point "Exam Services").
- Provide guidance to exam bodies / organisations about how to prepare, perform a test and generate certificates.
- Maintain services by investment into security, availability, and stability.
- Further releases in half annual cycles, to be financed by association income and/or related other initiatives.

- **Test Server Administrator**
  - o General Description: A test server administrator will be available to help examination bodies / organisations to run the tests (in case of questions). The test server admin will be available at testing times to ensure smooth running of tests.
  - o Responsibilities:
    - Update and send out the exam guides to exam bodies / organisations.
    - Update and make available the exam guides to students.
    - Maintain the testing servers.
    - Be available at testing times to react as a hotline in case of problems.
    - Note: The times of tests must be reported to ISCN to ensure availability of the test server admin.

ECQA Management

- ECQA Ordinary Members
  - o General Description: Members of the ECQA Association represent training bodies / organisations which support the concept of a European common test and certification system which is applied in many countries with the same processes and quality criteria. The association members should become a member of either the job role committees (active interest in one of the job roles) or the exam committees (active interest in acting as a exam / certification partner in one of the job roles), or become one of the trainers (active in training related to one of the job roles).
  - o Responsibilities:
    - Become a member of the association.
    - The membership is free (there is no direct financial contribution) but members must contribute 10 full working days (80 hours) per year.
      - This work related contribution elates to the contribution to the job role committees and / or exam committees work.
    - Participate in an annual general assembly.
      - If participation is not possible to determine a substitute (providing a proxy so that a participating member can act on behalf of the partner).
    - Participate in a job role committee OR participate in an exam committee OR represent a training body.
- ECQA Board
  - o General Description: The board will consist of a business director and a technical director, plus an elected representative of each job role committee. The board will make strategic decisions about the certification and joint marketing strategies.
  - o Responsibilities:
    - Meet half annually in a phone conference. Agree certification and marketing strategies impacting all the professions.
    - Decisions require a simple majority.
    - The decisions are reported to the president of the ECQA association for implementation.
- Optional Advisory Panels
  - o At the moment no additional panels have been created. However, in case that we need committees for specific topics (e.g. marketing strategy) this will by regulated by additional by laws of the association.

ECQA Committees

- Job Role Committee

- o <u>General Description</u>: The job role committee consists of ECQA members of the association who commit their work to maintain the skills card for a specific profession in annual releases. The job role committee also forms the expert panel to evaluate the proposals of new training bodies to be certified for a specific profession.
- o <u>Responsibilities</u>:
  - The job role committee establishes a virtual task force (through NQA portals or other means) to have quarter annual meetings to coordinate the work on the annual update of the skills card.
  - Beside the skills card related work some of the job role committee members are to be selected as reviewers of new proposals of training companies to be certified.
    - The rules for training body certification apply. See chapter 2.
  - Also the job role committee members review proposals of trainers to become certified trainers for the specific job role.
    - The rules for trainer certification apply. See chapter 2.
  - The job role committee elects one representative to act as a member of the ECQA board.
  - Note: This work is to be covered by the 10 man days effort committed by each member according to the association membership.
- Job Role Based Exam Committee
  - o <u>General Description</u>: The job role based exam committee consists of ECQA members of the association who commit their work to maintain the test questions pool or a specific profession in annual releases.
  - o <u>Responsibilities</u>:
    - The job role based exam committee establishes a virtual task force (through NQA portals or other means) to have quarter annual meetings to coordinate the work on the annual update of the test questions.
    - Note: This work is to be covered by the 10 man days effort committed by each member according to the association membership.

<u>ECQA Training Area</u>

- Certified Training Body / Organisation
  - o <u>General Description</u>: A certified training body fulfils all criteria of training bodies / organisations certification (see chapter 2) and offers courses. The training body is certified for each specific job role separately. Training bodies / organisations are committed to cover the defined sills card and to use the agreed European exam system on all attendees. Each training body / organisation should at least have 1 certified trainer to offer specific courses.
  - o <u>Responsibilities</u>:
    - To fulfil all criteria of a certified training body / organisation. See chapter 2.
    - To pay an annual certification fee to the ECQA Associaton to be nominated and published as an certified training body / organisation.
    - To establish in collaboration with a job role committee an annual training plan in advance to allow the publication of training plans (when are which courses offered by whom where?) .
    - Performing courses.
    - Using the test system.
- Certified Trainer
  - o <u>General Description</u>: A certified trainer fulfils all criteria of trainer certification (see chapter 2) and offers courses. The trainer is certified for each specific job role separately.
  - o <u>Responsibilities</u>:
    - To fulfil all criteria of a certified trainer. See chapter 2.
    - To pay an annual trainer certification fee to the ECQA Associaton to be nominated and published as an certified trainer.
    - To establish in collaboration with the training body / organisation an annual training plan in advance to allow the publication of training plans (when are which courses offered by whom where?) .
    - Performing courses.

▪ Using the test system.

ECQA Examination Area

- Examination Body / Organisation
  - o General Description: An exam body / organisation maintains an organisation account in the testing system. Here students register for a test and the exam body prepares, manages, and runs the test. Once the test is completed the exam body sends the registration list to the ECQA management. ECQA then issues the certificates.
  - o Responsibilities:
    - ▪ To apply the exam body guide (provided by the role test administrator) to prepare, manage, and run a test.
    - ▪ To inform the ECQA management with the registered list.
    - ▪ Note: Also training bodies can be exam bodies. The exam stays independent anyhow because the tests are generated and the certificate comes from the association.
- Certified Assessor
  - o General Description: The test and exam portals support also the role of an assessor. Here students who passed the test can collect real life application experience in their learning account and get the experiences assessed. This way they will receive (after the assessment) a professional certificate.
  - o Responsibilities:
    - ▪ To apply the assessment guide (provided by the role test administrator) to prepare, manage, and perform experiences assessments.
    - ▪ To inform the ECQA management with the registered list.
    - ▪ Note: Also training bodies can provide assessors. The assessment stays independent anyhow because the assessor pool is maintained and controlled by the ECQA Association.

3. Business Flow Models

In ECQA there are different business flows to be managed. These include:

1. Student Certificate Related Flow
2. Training Certification Related Flow
3. Job Role Committee Related Flow
4. Training Material License Flow
5. Contracted Certification Body Related Flow

3.1 Student Certificate Related Flow

The business flow is based on the following principles:

- The students attend a test at a training body / organisation.
- The exam body manages and runs the test. The students receive an exam result online. The exam body inform ECQA Association to issue certificates.
  - o Note: Also training bodies can be exam bodies. The exam stays independent anyhow because the tests are generated and the certificate comes from the association.
- The certificates are printed and signed by the president of the ECQA association. The certificates are sent by post to the training body. The trainer signs as second signature and the certificates are handed out to the students.
- The certificates are invoiced by the ECQA association.

- 70% of the certificate income are refunded to the exam body which managed the exam on the front end. 30% stay in the association to finance the administration and the test server support.
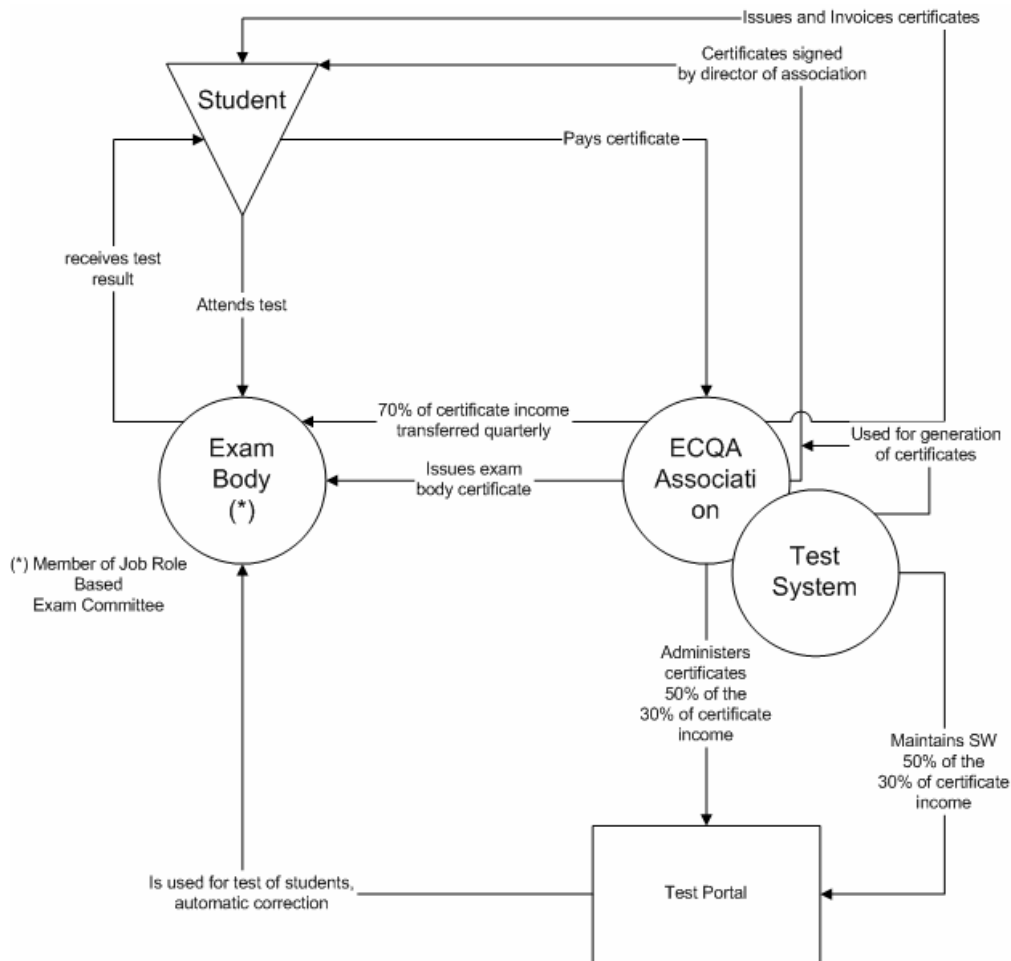

Figure 2: Student Certificates Related Flow

Business Case Example:

ECQA (if not otherwise agreed – e.g. innovation manager, IT security manager certificates are sold at 350 Euro) will offer a minimum price of 150 Euros. When a course of 8 attendees is held and all go for the certificate the flow will be as follows:

- 8 x 150 = 1200 Euros are charged by the ECQA, from that
    - 360 Euros are used for the ECQA Admin, from that
        - 180 Euros are used for the ECQA management and administration, and certificate printing and sending
        - 180 Euros are used to maintain the test system SW
    - 840 Euros are paid to the exam body which organised the exam.

These numbers need then to be multiplied by the number of trainings held and certificates issued.

3.1.1 Student Certificate Prices

The prices per certificate shall be regulated by the job role committee. However, to ensure financing the whole system **minimum prices** should be 150 Euro for industry people, and 50 Euro for students at universities.

3.2   Training Organisation and Trainer Certification Related Flow

The business flow is based on the following principles:

- The training / exam organisation pays an annual certification fee to be named and listed as one of the training providers and to receive support through the exam and learning portal systems.
- The job role committee agrees a pricing model (cost for a trainee per course and country) and the training body agrees to this pricing scheme. The pricing scheme only applies for open public courses, in-house courses can be offered without this price regulation.
- 30% of the income for the accreditation fees is used for the portals and systems maintenance and further development.
- 30% of the income for the accreditation fees is used for the job role committees to support their annual work.
- 40% of the income for the accreditation fees is used for general admin of the association and printing of certificates.
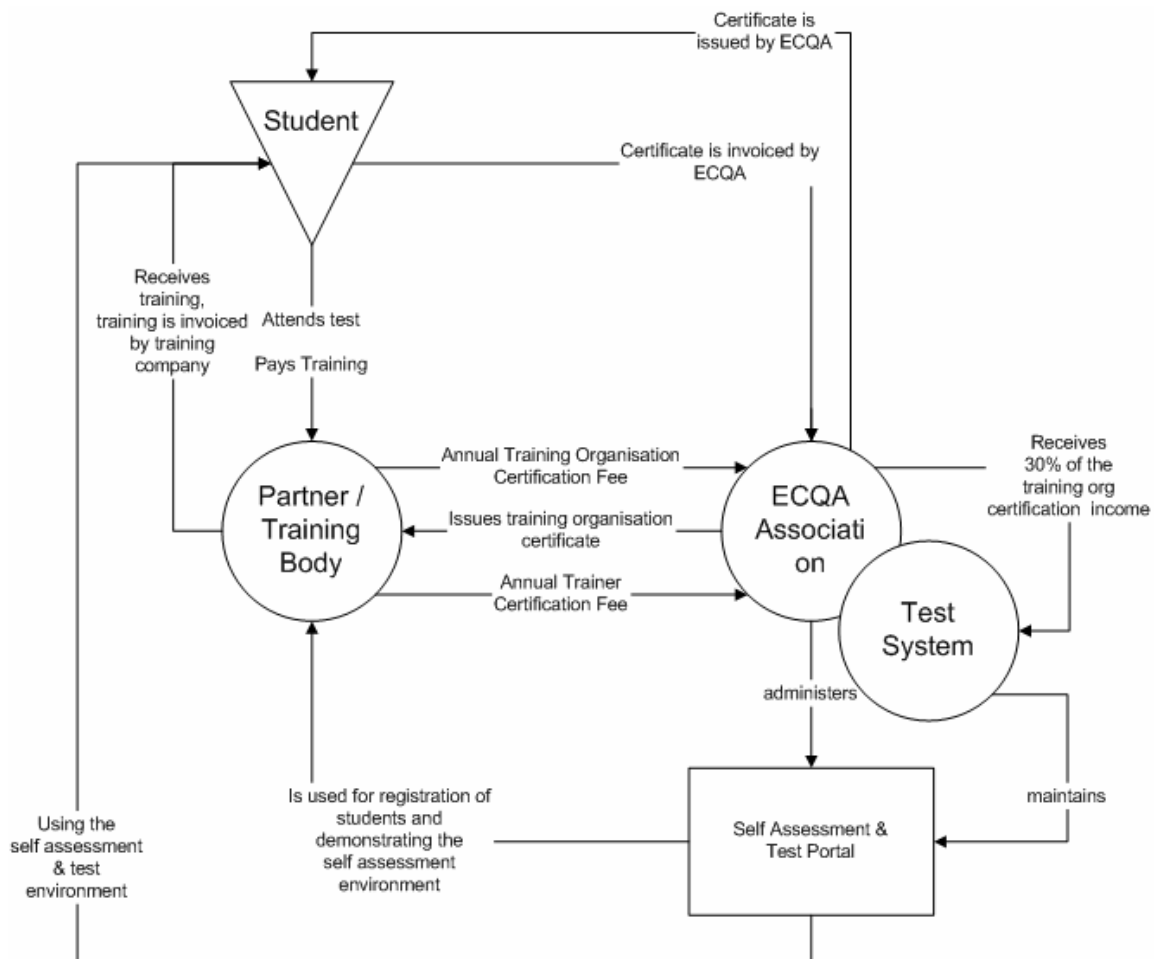

Figure 3: Training Certification Related Flow

3.2.1 Training Organisation and Trainer Certification Related Prices

The prices per certificate of a training organisation shall be regulated by the job role committee. Also the ECQA Association defined that for the first 2 years a fixed flat fee will be used.

Organisations fulfilling the criteria will pay an annual 400 Euro fixed fee for certification for each specific job role.
Trainer certification will cost a fixed flat fee of 300 Euro for the first 2 years for each specific job role.

These flat prices only apply for ECQA members in the years 2009 - 2010, the Job Role Committees might decide different prices per profession from 2010 onwards.

Business Case Example:

ISCN will offer courses for 5 professions (IT Security Manager, Innovation Manager, EU Project manager, etc.):

- Income
    - ISCN pays 5 times trainer certification (if one trainer is used per job role), thus 5 x 300 = 1500 Euros.
    - ISCN pays 5 times training body certification, thus 5 x 400 = 2000 Euros.
    - Total pay to ECQA: 3500 Euros
- Usage of Income
    - 3500 Euros are charged by the ECQA, from that
        - 1400 Euros are used for the ECQA Admin to finance Europe wide marketing
        - 1050 Euros are given to the Job Role Committees (see Job Role Based Flow in Figure 4 below)
        - 1050 Euros are given to the maintenance and update of the test servers

These numbers need then to be multiplied by the number of training providers who offer specific professions / courses.

3.3 Job Role Committee Based Flow

The business flow is based on the following principles:

- The association members commit themselves (instead of contributing a financial fee annually) to 10 man days work per year.
    - Note: Job Role Committee members can also be Exam Committee members at the same time.
- The effort is used for
    - An annual update of the skills card
    - An annual update of the test questions
    - Reviews of new proposals of training firms which want to be certified.
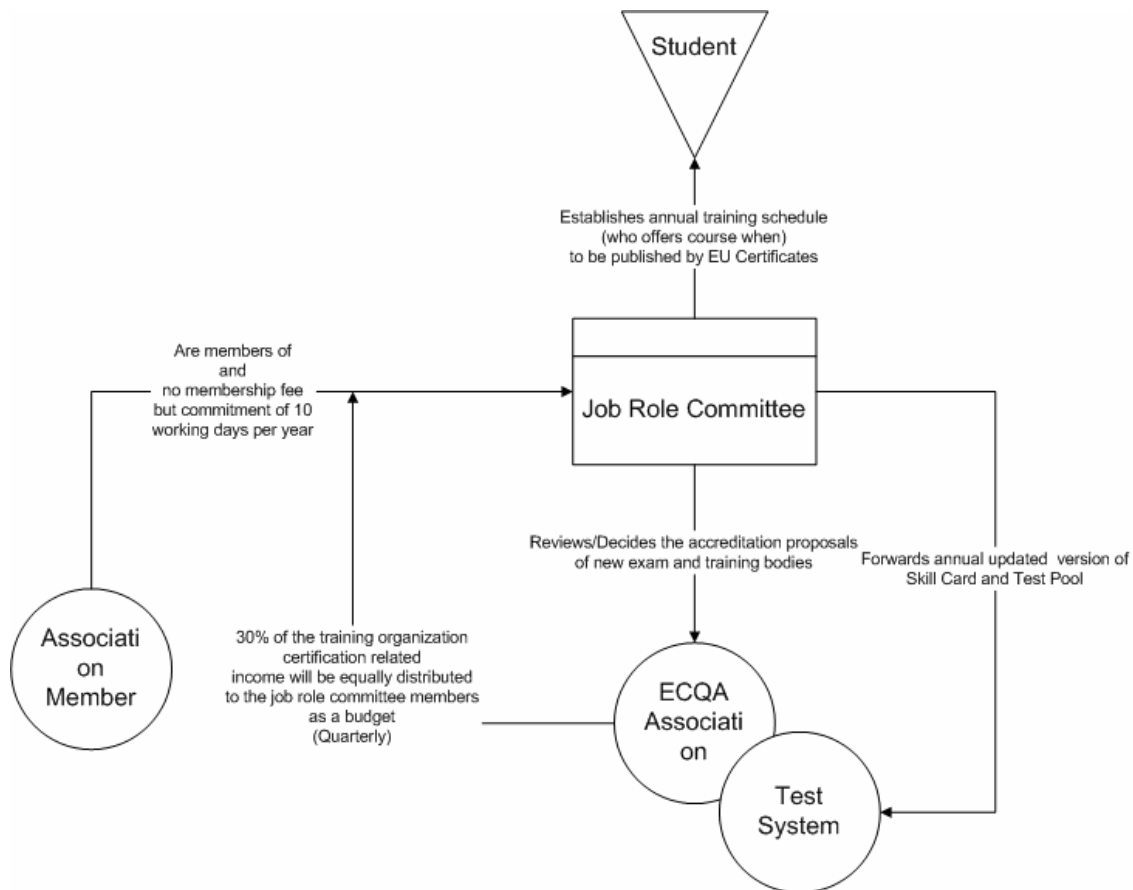- Effort is being reported to the ECQA board to be able to properly distribute the work load.

Figure 4: Job Role Committee Related Flow

Business Case Example:

See the business case example for the Training Organisation and Trainer Certification Related Flow. Here income for the Job Role Committees is generated.

3.4 Training Material License Flow

The business flow is based on the following principles:

- A raining body / consortium developed updated / new training materials for a specific job role. They offer this material to the association.
- The job role committee needs to agree a price which is to be applied.
- The ECQA Association will offer the materials for an agreed price to other training providers.
- License agreements will be signed between the association and the training body.
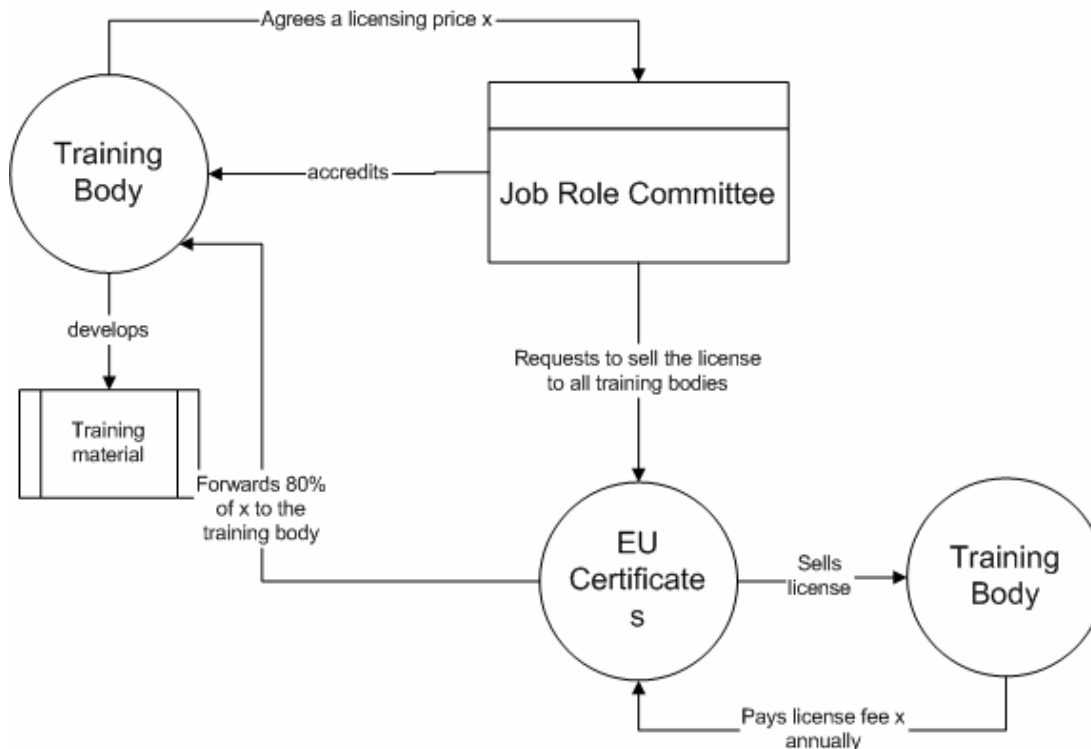
Figure 5: Training Material License Flow

Business Case Example:

Some partners of the JRC of EU manager develop an updated version of the course. New training organisations who did not participate in that development want to use the material. The development group informs ECQA that this course material can be offered either as a (1) royalty license (1000 Euro per course held), or as a (2) full package where all rights are transferred (one time pay of 5000 Euro).

Case (1) Royalty License
  - ECQA creates the license agreement
  - ECQA invoices 1000 per course from that training provider
  - ECQA forwards 80% of that income to the development team on a quarterly basis

Case (2) Full Package
  - ECQA creates the sales agreement
  - ECQA invoices 5000 and forwards the course materials
  - ECQA forwards 80% of that income to the development team after receiving the 5000 from the training provider, who acquired the material.

These numbers need then to be multiplied by the number of licenses / sales.

3.5 Contracted Certification Body Related Flow

The business flow is based on the following principles:

- To launch ECQA into industry areas it is important to collaborate with existing certification bodies. In this case instead of exam bodies the industrial area specific certification bodies take over the exam and certificates issuing work

- The certification body does the marketing of the profession and certificate in their industry community and organises and performs the exams. They use the ECQA testing portals.
- From the certificate income 25% are paid back to ECQA for the Job Role and Exam Committee of that specific profession.
  - 70% of that income is forwarded by ECQA to the JRC and exam committees of that profession.
- From the certificate income 15% are paid back to ECQA for the Test Server maintenance.
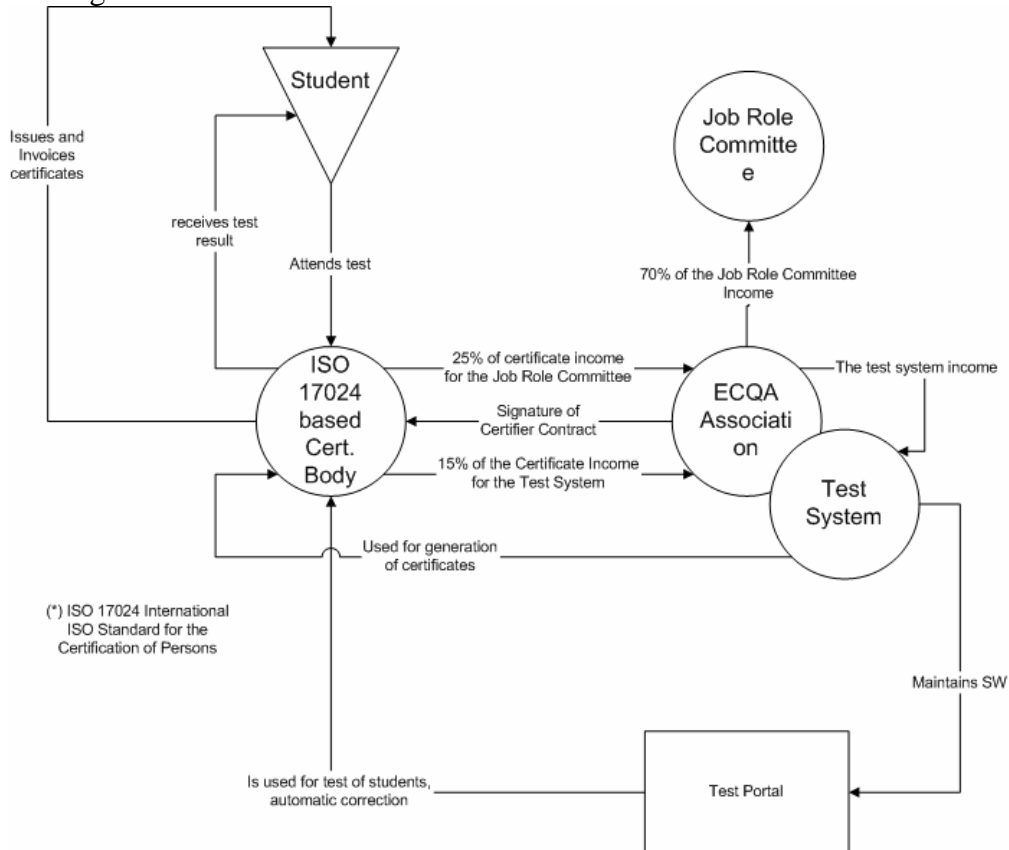
See Figure 6.

Figure 6: Contracted Certification Body Related Flow

Business Case Example:

ISQI (as an independent ISO 17024) certifier charges currently 350 Euro per innovation manager exam. The 350 Euro income per certificate are split as follows:

- 210 Euros for contracted exam body (marketing, exam organisation, issuing and invoicing)
- 87,5 Euros for the Job Role Committee
  - 61,25 Euro forwarded to the JRC / Exam Committee
  - 26,25 Euro used by the administration of ECQA
- 52,5 Euros for the provision and maintenance of the test portals

These numbers need then to be multiplied by the number of certificates issued.

4. The contractual Framework

4.1.1 Framework Contract Templates

The ECQA Association provides a set of standard framework contracts for:

o   Training body contract between the ECQA Association and the training body.
o   Job Role Committee and Exam Body Memorandum Agreement to ensure that all members and the ECQA Association have the same understanding of tasks and responsibilities for both sides.
o   Proposed template for a trainer contract to be signed between the training body and the trainer.
o   Template contract with certification bodies

These templates are provided in the contractual chapter 3 of this guide.

4.1.2 The Legal Statutes of the Association

The EU Certificates association is founded as an association in Vienna, Austria. The aims of the association are defined with the corresponding European scope. The administration will be done through the project assistance office in FH Krems (www.fh-krems.ac.at) and the technical system will be maintained by the organisation which developed it (www.iscn.com).

Find below the elaborated and published statutes.

STATUTES

for ECQA Association

ECQA – European Qualification and Certification Association.

Art. 1 Name, Location and Areas of Activities

(1)   The Association is in the name as mentioned above
(2)   It is registered in Krems, Austria.
(3)   Its area of activities is concentrated mainly in EU-25, EEC and accession countries.

Art. 2 Aims of the Association

(1)   Activities of the Association will provide the organisation for certification and accreditation of new job roles (professions), training organisations, trainers and examination bodies and the co-operation of those entities on a regional, national, and transnational level, in order to

a)   foster the accreditation, update and release of new job roles (professions) to be accepted into the job pool to achieve a higher qualification in the international labour market using an accreditation, test and certification system.
b)   support regional and/or transnational skills assessment and testing by using an accreditation portal for Europe.
c)   provide the backbone for the accreditation of training organisations, trainers, examination bodies and certificate issuance for all members.

(2) The Association will, through its activities, in general promote and support the certification and accreditation process of job roles for businesses and higher education institutions on a regional, national, and transnational level.

(3) The Association will support and validate new developments within the member network and beyond.

(4) The running of the skills assessment, test and accreditation portal for certification and examination bodies will lead to a higher level of trainings and trainers and better qualification of participants in Europe.

(5) The experiences will also be disseminated amongst other European partners(hips). Especially individual trainees will benefit from the outcome of the activities.

(6) The Association members can contribute in the accreditation, training and certification process of Certified European job roles on a national level.

Art. 3 Activities to reach the Aims and Use of Funds

(1) The Association is working on a not-for-profit basis. Surplus from revenues are to be used statutory. Members receive no share of the surplus, except for appropriate compensation for activities, which are customarily only performed in return for a fee or a similar payment. No person may be favoured by disbursements that are not related to the purpose of the association or by means of inappropriately high remunerations.

(2) The financial means to reach the aims of the Association are coming from membership dues, certification and accreditation fees, funding, revenues from events and publications, execution of projects, donations and other sources.

(3) The Association is managed on an orderly basis and underlies legal boundaries. An activity year runs from January 1st until December 31st.

(4) The aims of the Association will be made possible by the following activities:

   a) Accreditation of new Job Roles to be accepted into the professional job pool
   b) Running the skills assessment, test and accreditation portal in Europe
   c) Accreditation of training organisations who are recognised to offer certain job role trainings
   d) Accreditation of trainers
   e) Accreditation of examination bodies in European countries
   f) Issuance of Certificates
   g) Execution of events, PR
   h) Continuous information of members
   i) Organisation and execution of workshops, seminars, training courses, and tutorials
   j) In order to use all possibilities of knowledge transfer the Association takes part in projects of the EC, applies for funding and supports others with proposals.

Art. 4 Membership (Becoming a Member and Types of Membership)

(1) The Association can consist of

   a) ordinary members, incl. founding members
   b) honorary members
   c) supporting members

(2) Ordinary members can be persons or legal entities from higher education institutions and enterprises supporting the aims of the Association.

(3) Honorary members can be persons and legal entities who supported vocational training in an exceptional way or have contributed to reach the Association's aims.

(4) Supporting members can be persons and legal entities, who at one time or repeatedly supported the Association with higher funding in order to reach the aims of the Association.

(5) Applications for membership are addressed in writing to the Secretary General. The Board decides with single majority on the application, except for honorary membership. The Board is entitled to refuse membership without any further reason.

Art. 5 Rights of Members

(1) All members are entitled to attend annual meetings and to bring points onto the agenda.

(2) Ordinary members, in addition, are entitled to vote and can be elected to the Board.

(3) One delegate proposed by the legal entity represents legal entity.

(4) Members are entitled to use the services of the Association on a free will basis.

(5) Members are entitled to call upon the board to set up an Advisory Panel in case of a conflict of interest arising.

Art. 6 Obligations of the Members

(1) All members are obliged to support the interest of the Association at best and to refrain from any actions that can harm the reputation and aims of the Association. They have to respect the statutes and decisions of the Association's governing bodies.

(2) Members are obliged to pay membership fees set up by the General Assembly on time.

(3) All members are obliged to play an active role to reach the aims of the Association.

(4) In the context of activities pursued within the Association, all members shall transfer their transferable rights to those work results or parts thereof to which they are entitled, doing so completely, exclusively, irrevocably and without restrictions in terms of time, space and contents. Rights that exclusively serve research purposes as well as the appurtenant publications shall be exempted there from. The transfer of rights to the work results or portions thereof shall include in particular

   a. The right to, in any way, use, reproduce, distribute and publish these rights,
   b. The right to process, alter, combine or integrate with other works or redesign in any manner and exploit the results obtained thereby and
   c. The right to transfer these rights and the results obtained to third parties.

Art. 7 Duration (Termination) of Membership

(1) The membership is terminated:

   a) unpaid membership fee for one year
   b) termination of the entity of the member
   c) written declaration to the Secretary General
   d) on a motion of the Board by decision of 2/3 of the General Assembly present for reasons of malfunction against the statutes or the Association.

(2) Leaving members are not entitled to any proceeds of the Association's provisions. Reimbursement of membership fees will not be granted.

Art. 8 Bodies of the Association

The bodies of the Association are as follows:

    a) the General Assembly
    b) the Board

Art. 9 General Assembly

(1)   The General Assembly is called in session once a year.

(2)   All members are entitled to participate. Only ordinary members are entitled to vote.

(3)   Additional general assemblies can be called in session by motion of the Board or by written proposal of at least 1/4 of the ordinary members.

(4)   The Executive Member of the Board is chairing the General Assembly. In case of absence, another Member of the Board is chairing the assembly on decision of the Board.

(5)   All members are to be invited to the General Assembly at least three weeks in advance, except in case of emergency, including a preliminary agenda from the Board. Further points on the agenda can be added by the members.

(6)   The General Assembly decides by vote on the following issues:

    a) Election of the Members of the Board, according to the statutes,
    b) Approval of the financial report and budget,
    c) Release the liability of the Board,
    d) Nomination of 2 auditors, duration like the Board
    e) Termination of membership (Art. 7(1)),
    f) Honorary membership,
    g) Approval of membership fees, possibly by different groups of members,
    h) Changes of the statutes,
    i) Termination of the Association,
    j) Consulting and approval of other issues on the agenda.

(7)   A statutory General Assembly is entitled to take decisions no matter the number of members present.

(8)   A member is entitled to nominate another member to vote in case of absence, whereas each member cannot combine more than two transferred votes.

(9)   The decisions, if not set differently in the statutes, are taken with single majority of the valid votes present.

(10) In order to change the statutes, to terminate a membership as well as to terminate the Association as such, it is necessary to have a 2/3 majority of the posted votes.

Art. 10 The Board

(1)   The Board consists of a maximum of sixteen and a minimum of four members.

(2)   The term of each elected Board is three years.

(3)   Members of the Board are persons or representatives of the legal entity members.

(4)   The Board consists of one Executive Board Member and two vice Executive Board Members as well as the other elected Board Members.

(5) The <u>general tasks</u> of the Board include all but those taken over by other bodies according to the statutes, especially as follows:

a) Continuous execution of activities to the benefit of the Association and its members
b) Financial aspects and budgeting
c) Preparation and invitation to the General Assembly
d) Approval of memberships (except honorary members)
e) Nomination of the Secretary General
f) Nomination of the advisory panels for job role updates, special task forces
g) Co-opting an auditor in case an auditor steps down during the term
h) Execution of the decisions of the General Assembly
i) Decisions on liabilities of the Association towards third parties
j) Membership of the Association at other institutions or Associations

For the general tasks described above the Board is engaged on a pro bono basis and is not rewarded in monetary terms.

(6) The specific responsibilities and tasks of the Executive Board Members include:

a. Executive Board Member
  i. Representing the association to new partnerships and potential customers
  ii. Attending meetings and conferences to promote the ECQA association
  iii. Signing and creating new contracts with cooperation certification and training bodies.
  iv. Liaising with European educational programs and certification schemes
  v. Liaising with ministries of science and educational bodies
  vi. Organising the marketing of the association Europe wide in cooperation with the members.
b. Vice President – Technical Directorship - Second Vice President
  i. Planning, managing, and providing the exam and testing environment
  ii. Managing the integration of new skills sets in the systems
  iii. Managing the integration of new test schemes for new professions in the systems
  iv. Managing the support for Job Role Committees and Exam Committees for using the European skills and test portals
c. Vice President – Certification Director - First Vice President
  i. Managing the reviews for the certification of new training providers
  ii. Managing the reviews for new trainer certifications
  iii. Managing the reviews for the acceptance of new job roles
  iv. Managing the reviews of certificates issued and creating statistics of certifications per profession annually.
  v. Supporting the executive board member in the implementation of certification strategies.
  vi. Coordinating a group of Job Role Committee Representative to agree on joint certification approaches.
  vii. Agreeing an annual training plan for each job role (which courses are offered) in cooperation with all JRC representatives.

For the specific tasks described above the Board is engaged on an hourly rate basis which needs to be reviewed and accepted at the annual general assembly. The effort needed will only be refunded if the ECQA association will have funds, otherwise the work is seen as a credit being paid once the association achieved income.

(7) The Executive Board Member, in case of absence the first, in this absence subsequently the second vice Executive Board Member, represents the Association legally. In case of the absence of all three, any other two Members of the Board are the legal representatives.

(8) The Board elects the Executive Board Member and vice Executive Board Members as legal representatives. Their term is identical with the terms of the Board.

(9) The Board meetings take place as needed, but at least twice a year. The Executive Board Member calls them in at least two weeks in advance, including an agenda.

(10) The Board can take decisions only with more than half of the Board Members present. Decisions are taken with a single majority. In case of an even vote, the chairman has the right of decision.

(11) In case of an early termination of the term of one elected Board Member the other elected Board Members are entitled to co-opt another elective member until the next General Assembly.

(12) For the co-ordination and management of day-to-day administrative and organisational tasks the Board can nominate a Secretary General from its own ranks or as a salaried third party.

   a) The term of office of the Secretary General is independent of the term of office of the Board.
   b) To the extent a Secretary General is appointed, he or she executes the resolutions of the representative supervisory bodies, administer the assets by order of the Board and perform the transactions of the Board by their order and according to their decisions.
   c) In the context of ongoing transactions pertaining to the administration of the association, especially in the implementation of resolutions of the Board, the Secretary General is authorized to legally and solely represent the association. The internal rules stipulate the details of the managerial duties; the Board determines the former. The Secretary General is personally liable in the event of intentional acts and in the event of gross negligence.
   d) The Secretary General participates in the meetings of the Board and General Assembly in a consulting role, to the extent he or she is not itself a member of the Board. The Secretary General is bound to the instructions of the Board.
   e) The Secretary General may establish an office by order of the Board.

(13) Decisions can also be made by written circulation. The Board determines rules of procedure and operation, which are approved by the General Assembly.

(14) The Board can nominate different advisory panels. They are to be nominated for different task forces according to the aims of the association to give advice to the Board.

Art. 11 Termination of the Association

(1) The Association can only be terminated on a free will basis by either an extra called in session General Assembly with 2/3 majority of the votes present. A General Assembly might also be organised in form of a Virtual Conference or by voting provided by fax.

(2) Any funds available at the point of termination have to be given to a widely recognised not-for-profit European Association dealing in vocational training certification and accreditation.