### CURRICULUM VITAE

# MIA SWÄRDH

### **SUMMARY**

I run a consulting company called Internationell kompetens AB, funded in 1995 when Sweden entered the European Union. The company is specialised in supporting processes in projects many of them EC funded.

We are specialised in project management of development projects. We run projects of our own, and do defined tasks in other organisations projects. Key issues are integration, diversity, equal opportunities, regional development and networking.

We have been project owners, project leaders, co-ordinators, disseminators and external evaluators in EC programmes like Objective 3, Employment/Integra, Adapt, Equal and Leonardo da Vinci. We have also run and supported several projects with national or regional funding.

I have a professional background in administration and organisation. My academical merits are in the field of organisation development; including personnel management, data processing, media, cultural communication, innovation systems and gender issues. My work carrier has consisted of many different tasks; including personnel and organisational management as well as administrative management, information / communication and multiculturality.

This CV was updated 2009-09-30



INTERNATIONELL KOMPETENS AB ORGANISATION NUMBER 556518-3372

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#### PERSONAL INFORMATION

Family Name Swärdh

First name Mia

**Date of birth** May 25, 1955

Nationality Swedish

Civil status Single. I have a son, Johan born in 1971, developing engineer graduate,

working in the field of services and product development

# **EDUCATION**

#### Exams

Upper secondary school, classical scholar, graduated 1974

Special economics school (upper secondary school level) graduated 1975

Higher administrative education, 1985

# Courses, university level

Administration with personnel management, 1985 (10 p), University of Halmstad

Computer processing, 1989 (20 p), University of Halmstad

EU (EC) knowledge, 1994 (10 p), University of Uppsala

Media knowledge / Communication, 1995 (10 p), University of Kalmar

Learning in organisations, 1995 (5 p), University of Halmstad

Language, Culture and Society, 1996 (10 p), University of Halmstad

Cultural awareness and country specific culture, 1996 (5 p), University of Halmstad

International Programme of Professional Training for Local Development Workers in Social Integration and Enterprise, 1997/98 (20 p) University of Gothenburg

Genderstudies, 2000 (5 p), University of Halmstad

Trends in todays workinglife, 2002/03 (5 p), University of Halmstad

Introduction to technique focusing innovation, 2003 (10 p), University of Halmstad

#### **MEMBERSHIPS**

Svenska Uppfinnareföreningen och dess sektion för kvinnliga innovatörer QUIS. *The Swedish Inventors' Association (founded in 1886, oldest in the world), and its section for women inventors* www.uppfinnareforeningen.se

PrAcademy, a network organisation for researchers and practitioners with the purpose to strengthen interaction between academy and surrounding society (focus strategical development of public and private organisations). <a href="http://www.pracademy.se/">http://www.pracademy.se/</a>

SIRA (Swedish Interactive Research Association) a network organisation for researchers and practitioners in action research and interactive research <a href="http://www.ltu.se/arb/d13942/d17711/d17719/1.24900">http://www.ltu.se/arb/d13942/d17711/d17719/1.24900</a>

Svenska Utvärderingsföreningen (Swedish Evaluation Society) http://www.svuf.nu/

Internationella Kvinnoföreningen i Malmö, Organisation for International Women in Malmö. A non-profit organization that affirms and encourages women and aims to increase their involvement in all areas of society. <a href="http://www.ikf.se/">http://www.ikf.se/</a>

Magma Syd. Chairman of the board. An organization and resource centre for women entrepreneurs in cultural areas in south Sweden. <a href="http://www.magmagroup.net/">http://www.magmagroup.net/</a>

### LANGUAGE SKILLS

Levels of proficiency, Council of Europe (full table text, see annex)

PROFICIENT USER	C2	SWEDISH
	C1	Danish, Norwegian
INDEPENDENT USER	B2	English
	B1	GERMAN, FRENCH, SPANISH, ITALIAN

### **KEY QUALIFICATIONS**

Theoretical knowledge and practical know-how (methodology and methods) on

- Project management
- Business development
- Gender perspectives on enterprising and innovation
- Multiculturality, diversity management
- Adult learning (androgogy) and training
- Documentation: reporting
- Evaluation: qualitative process evaluation
- Dissemination: publishing, arranging conferences

### ENTREPRENEURIAL AND MANAGING SKILLS

I have been employed by public organisations and authorities as well as in private companies, and also as an enterpriser. I am also used to more imaginary organisation forms; networking with other companies and organisations; and organising the processes and actions of development projects.

In total, I have a broad and varied work experience, often in managing positions within the organisation and/or as managing co-operation of more temporary professional teams.

### PRESENT POSITION

CEO of Internationell kompetens AB

#### COMPANY INFORMATION

We started **Internationell kompetens AB** in July 1995, in connection to Sweden entering the European Union. The company is a consultant business supporting development processes. Most of our projects are run in co-operation or close contact with university.

We have specialised in supporting development projects with regional, national and/or European funding. We expertise in project management, dissemination, and process evaluation. Working fields and tasks of our company are mirrored in the list of publications in the end of this document.

The staff of Internationell kompetens consists, according to our business idea, of two persons, my colleague consultant Mia Swärdh and myself. When there sometimes is need for more staff, we take on just-in-time employees or co-operate with other consultants.

You will find more company information in our homepage www.interkomp.se

# SPECIFIC INTERNATIONAL AND REGIONAL EXPERIENCE

Since 1995 our company have co-operated closely with public organisations and private companies in most of the European nations; such as *Spain, Portugal, Greece, Italy, France, United Kingdom, Belgium, Ireland, Switzerland, Austria, Germany, Denmark, Finland, Belgium, Poland, Czechia, Estonia, Latvia and Lithuania.* 

As a regional developer, I have a broad access to public bodies and private companies in several Swedish regions; West, South and Middle Sweden, as well as access to national public bodies.

### **ENTERPRISING**

1988 - 1989

Teater Piccolo (private company). Puppet theatre for children.

2000 - 2003

<u>ProjektNet Halmstad AB</u> (limited company). Development company owned by Ms Kicki Stridh and myself. The company was engaged in an innovative web solution for internal and external information dissemination in development projects. The interactive tool is now owned by Internationell Kompetens AB.

July 1995 - today

International kompetens AB (limited company). www.interkomp.se

### ACADEMIC CONTEXT

Dec 1995 - 2000

Centre for Working Life Research and Development, Halmstad University

Project leader; administration; researching. Fields: SME networking, women enterprisers and innovators, multiculturality, joint development work with private and public bodies. Theoretical reflections and methodological development around EC funded projects.

2000 - today

We have run several projects jointly with different Swedish universities, most of them with Halmstad University, Department for Working Life and Gender (ARGUS), www.hh.se

We are working together with Jönköping International Business School, head office of the Swedish krAft programme. KrAft was a national programme initiated by KK-stiftelsen, the Swedish Knowledge Foundation, aiming to support strategic business development in SMEs by linking them to universities.

We are working in the frames of PrAcademy an association linking academic knowledge and practical knowledge. PrAcademy is a non profit organisation providing an arena for reflective discussions between researchers and practitioners.

We also work with IDEON Agro Food / IDEON science park, cluster of food business innovation linked to the University of Lund and with KRINOVA, a science park and cluster of food business and innovation linked to Kristianstad University.

## PROFESSIONAL EXPERIENCE RECORD

# Student jobs

1968-1975

Various occupations during my student time, mostly in the service sector in public and private organisations.

# Administration, economic and personal management

1975-1976

Länsskolnämnden i Hallands län (Regional School Board of Halland) Clerk 1976

Länsstyrelsen i Hallands län (County Administrative Board) Administrator

1976 - 1989

Hallands läns landstingskommuns Särskolor (Special School for mentally retarded children) Administrator and School Secretary. Organiser of daily travels for mentally retarded children and grown-ups from the region of Halland. Personnel planning. Budget planning and economical reports. External and internal information.

#### 1986

Katrinebergs Folkhögskola (Folk High School) Teacher at a course for future treasurers / cashiers in NGOs.

### 1989 - 1995

Arbetslivsfonden i Hallands län (Swedish Working-life Foundation, department of Halland)

Administrator and executive official. During the period at Arbetslivsfonden I had many different tasks and broad contacts with the trade and industry of Halland as well as other regions of Sweden. Organisation of and dissemination through conferences and exhibitions. Contacts with big companies and SMEs as well as public organisations in the region to stimulate and motivate improvements in working-life; including the physical environment as well as organisational / psychosocial environment.

### 1995 - 2000

Centre for Working Life Research & Development, Halmstad University

Project leader; administration, working in the field of SME networking, women entrepreneurs, joint development work with private and public organisations. Many of the projects have been EC funded projects.

# Project management in my company

### 1995 - 1997

Project leader and responsible for the activities in the transnational Employment/Integra project SAFEM/Agora. International kompetens AB developed, initialized and conducted the project.

#### 1996 - 1997

Project leader and contractor for the Objective 3 project Winning Mix (which we developed to parallel our Employment project). Internationall kompetens AB developed, initialized and conducted the project.

# 1997 - 2000

Transnational Adapt project AIM – Access to International Merging. I was project co-ordinator, for our transnational partnership SMN-Trans, NET and Integrated Networking (seven partners in Germany and Spain). International kompetens AB developed, initialized and conducted the project.

#### 1999 - 2000

Project HOPI – Horizontal Project for Integration, in the programme VP/1999/016. Partners: Stadt Göttingen, Amt für Beschäftigungsförderung, Göttingen, Germany; Employment Office in Laholm, Laholm, Sweden; Sociologisk Analyse, Århus, Denmark; and Volkshilfe Österreich, Vienna, Austria. Our company was a technical assistant to the Swedish partner.

#### 1999 - 2001

Leonardo da Vinci project Pegasus, where we developed an organisational learning model, including IT modules. As a project partner we participate with expertise on evaluation and dissemination. Partners: ibbw – Institut für berufliche Bildung und Weiterbildung eV, Göttingen, Germany; and Salesianos, Madrid.

#### 2002

Projektet Vilja. Objective 3, Katrineholm, Sweden. The project was targeted to support female immigrants to open up their own businesses. My task was process evaluation, process support and coaching.

#### 2002 - 2006

Organising SME business networks; linking SMEs to university to enhance growth and business development. This work was financed by national actor Knowledge Foundation (KK-stiftelsen, Stiftelsen för Kunskap och Kompetensutveckling), in their programme for competence development in SMEs: krAft programme.

I have been the head responsible for recruiting and organising five networks of women managers, and developed methods for linking their business needs to university. This work is documented in our book: Krafttag

#### 2002 - 2005

Process evaluation of Leonardo da Vinci transnational project PREFACE, Preparing Female Students for Academic Entrepreneurship. Development of an European model for entrepreneurship aiming at stimulating female students to be more entrepreneurial. Eleven countries took part. My task was the transnational evaluation performing process evaluation and process support.

### 2004 - 2005

Development of and project co ordination for Objective 3 project Drivkrafter i småföretag aiming at business development for shops in retail business. The goal was to support them in building network and learn to analyse their organisation.

#### 2005

Project SMIL. Objective 3, Helsingborg, Sweden. The aim of the project was to create working opportunities for disadvantaged groups with long term unemployment. I was the external evaluator.

#### 2005 - 2006

Development of the project StyrkaN. A project aiming at getting more female chairman in boards. The project was granted and performed by StyreleseAkademien I Halland.

## 2006

krAfttag – små företag samlar tankarna och gör bättre affärer. Writing a book on the experiences in the krAft programme. The book is a hands-on how ordinary SMEs can use the knowledge from the universities and vice versa. A book about an interactive dialogue between SME and universities creating practical new knowledge. The book is published by Bilda Förlag,

### 2006

Resurspoolen. Objective 3, Helsingborg, Landskrona and Ängelholm, Sweden. The aim of the project was to get long term elderly academics back to working life. My task was process evaluation, process support and coaching.

#### 2006

RAD2 – Regional Alliances in Development Dialogues. Project development of a project aiming to improve the working conditions delaying the age of retirement among employees in the social service sector.

#### 2006 - 2007

Projektet KNUFF. Objective 3, Halmstad, Sweden. Aim of the project was to get drop outs "back on track". My task was process evaluation, process support and coaching.

#### 2006 - 2007

Development of, contractor and process leader of the project Lönsamt jämnt i Värmland. Objective 3, region of Värmland, Sweden. The aim of the project was raise gender awareness by supporting individuals and organisations working with entrepreneurs and business development.

#### 2007 - 2008

Follow-up and documentation of the project "Entrepreneurship without borders". The aim of the project was to stimulate and support women entrepreneurs in Skåne to be better prepared for cooperation with businesses in other countries and to meet their foreign business counterparts. The project focuses on contact with Denmark, the Balkan countries, China and Poland. Internationella kvinnoföreningen i Malmö was the project coordinator.

## Feb - May 2008

Project leader of project development focusing gender issues, project "Jämställdhet, mångfald och öppen innovation (Equality, diversity and open innovation), in the frames of Innovation i Gränsland, Food Innovation at Interfaces. Food Innovation at Interfaces is a platform in Skåne for change and improvement in the Food innovation system. The platform should create learning that increases the innovative capability and brings about unexpected improvements in the Food Innovation system. Create insight and knowledge that can inspire and help other industries and regions.

# Jan - September 2008

Process evaluation and process support of Women Empowerment. The aim of the project is to support young female immigrants in taking a more active part in associations for getting impact in the decision process. Coordinating the project is Internationella kvinnoföreningen i Malmö. Organisation of International Women in Malmö.

### September 2007 - September 2008

Project management and process support of the project Från ord till handling. The project focus on how to implement business ideas in the market using the network of the former krAft programme. Project owner is Krinova Science Park working within the frames of food industry, Creative food business.

# May 2007 - May 2008

Initializing and further development of the krAft concept. The project is aiming on dissemination of the krAft model throughout Europe initializing a pilot programme together with the University of Coimbra, Portugal.

# May 2007 - February 2009

TQP-EU. Transnational Quality Partnership. The project aims at facilitating a transnational consensus on quality management in adult learning. The project will develop an interactive tool fore the European arena. The participating partners come from Poland, Germany, Spain, Italy and Sweden. We are contributing to the project (run by RKW organisation in Germany) with knowhow on gender perspectives on quality models, process evaluation of transnational project and dissemination of the project results.

#### 2006 - 2008

My part in NTG Equality ARGUS is process support and coaching. The overall objective of *NTG Equality ARGUS* is to highlight and disseminate experiences, analyses and information from ongoing projects on gender and equal opportunities, mainly Equal Projects. What can we learn from them? How can results be implemented in working life in order to increase equal opportunities between men and women? The idea is that project experiences will inspire and encourage others to follow best practice for how to actively promote equal opportunities. NTG Equality ARGUS is coordinated by ARGUS, an R&D centre for gender and working life located at Halmstad University in Halmstad, Sweden.

# Ongoing projects

### October 2008 - November 2009

Skånsk kraftutveckling, a national project, funded by the Swedish Agency for Economic and Regional Growth, Tillväxtverket among other national supporting organizations. International Kompetens is the project owner which means that I take part in all processes in the project. The project aims at female entrepreneurs, supporting them becoming better in "doing business".

#### October 2008 - September 2011

The Skåne Food Innovation network, launched in 1994, is a business-driven cluster with strong connection to the region's universities, colleges and business development organizations. I am taking part in a subproject, *Makten over maten* (The power over food), where I work with adding a gender perspective in the network. I am working closely with the process leader in a team with gender researchers. My part is to support the cluster/network, and create new meeting places open for both men and women. The project is financially supported by the national body VINNOVA, research and innovation for sustainable growth.

# June 2009 - March 2012

The two project *Baltfood* in the frames of Baltic food region programme and *Innovative Food in innovative packaging*, European Regional Development Fund, are linked to the Skåne Food Innovation network, aimed at regional development of the food sector. I administrate and support the financial and economic parts in the two projects.

#### June 2009 - November 2010

FEPIC – Female Engineers Pushing Innovation in Companies is a project funded within the EU Lifelong learning programme. FEPIC, with twenty European partners, foster gender equality and the project owner is the University of Bologna, Italy. I am the external evaluator of the project.

## January 2009 - October 2010

Project SELMA – supporting female entrepreneurship and cooperation in the region of Värmland in Sweden is funded by the European Regional Development Fund and national programmes for supporting female entrepreneurs. I am the external process evaluator in the project.

# Voluntary assignments

1983 - 1991

Hallands Handikappidrottsförbund (Handicap Federation in the region of Halland)

Treasurer. Budget and personnel planning. Responsible for information and dissemination, i.e chairman of the information committee.

Summer 1986, Summer 1987

Sommarkatt, Ideell Förening (Voluntary Cultural Association)

Treasurer. Performance of puppet-theatre including making hand-puppets.

1982 - 1992

NBV, Nykterhetsrörelsens Bildningsverksamhet (Educational Association)

Drama leader at study circles for mentally retarded youth in drama pedagogical training.

2007 -

Magma Syd. Magma is a network for creative and entrepreneurial women working in the field of culture, equality, diversity and business management. I am the chairman of the board from March 2008.

### **PUBLICATIONS**

<u>Dags att ladda batterierna</u>, Eva-Carin Lindgren, Kicki Stridh, Mia Swärdh, CAU Halmstad University, 1995. (Documentation of seminars for women enterprisers in Halland May-June 1995, seminars planned and organised by the authors, aimed at women with small businesses)

<u>Internationell kompetens</u>, Halmstad 1996. (Booklet on a project action in EC program Employment: orientation courses for immigrants)

1 + 1 = 3. Partnership for New Dimensions. Report from SAFEM and Agora, Two Transnational Networks, Halmstad 1997. (Booklet for the public on evaluation and results of transnational networking in the EC Employment program)

<u>HOPI, Horizontal Project for Integration. Transnational Work, a Qualitative Evaluation.</u> A transnational project in budget line B5-803 on a horizontal approach to integration. International kompetens, Dec 2000.

Manliga normer - kvinnliga former. Att utveckla regionala nätverk för kvinnors företagande (bok) Gunilla Lundkvist och Mia Swärdh. Rapport nr 23 i serien Nya jobb och företag från norr till söder, Rådet för Arbetslivsforskning, NUTEK, Svenska EU Programkontoret, Stockholm 2000. I den här skriften beskrivs ett helt spektrum av projekt för att utveckla kvinnors företagande i Halland, där CAU (Centrum för Arbetslivsutveckling vid Högskolan i Halmstad) varit projektingenjören, ofta i samarbete med Internationell kompetens.

<u>Evaluation report Project Pegasus, transnational networking.</u> In the Leonardo da Vinci programme. Internationell kompetens 2001.

Kraftsamling. Kvinnliga chefer formar själva sin utbildning. Kicki Stridh and Mia Swärdh, Halmstad 2003. A book on women's professional networks for strategic business development. 30 women managers tell their stories about women's leadership in enterprising, analyses and strategies for gender mainstreaming in business life

Kraftnätverk för strategisk affärsutveckling. Kvinnliga ledare i mansdominerade branscher formar själva sin utbildning. Kicki Stridh, Mia Swärdh, Agneta Hansson and Henrik Barth, 2003. Networks for Strategic Business Development. Women Managers in Male Dominated Branches Design their own Competence Development. Paper presented at the Nordic Action Research Conference HSS03 (University and society in co-operation), www.bth.se/hss03

<u>Women's stories about leadership – development through narratives</u> Agneta Hansson, Mia Swärdh, Kicki Stridh. Paper presented at Gender and Power in the New Europe, the 5<sup>th</sup> European Feminist Research Conference. August 2003. Lund University, Sweden.

Kvinnors berättelser om ledarskap. Företagsutveckling genom narrativer. Agneta Hansson, Henrik Barth, Kicki Stridh and Mia Swärdh, 2003. Women's stories on leadership. Business Development through Narratives. Paper presented at the Nordic Action Research Conference HSS03 (University and society in co-operation), www.bth.se/hss03

Organising Interactive Dialogues between SMEs and University. Agneta Hansson, Kicki Stridh, Mia Swärdh, 2005. Paper presented at the Nordic Action Research Conference HSS05 in Tönsberg, Norway. (University and society in co-operation).

PREFACE – A (d) dress for success. The story of the PREFACE project 2003 – 2005. Mia Swärdh, Agneta Hansson. The booklet documents the PREFACE project. PREFACE - Preparing Female Students for Academic Entrepreneurship developed an European model for entrepreneurship aiming at stimulating female students to be more entrepreneurial. Eleven countries took part.

<u>Drivkrafter i småföretag.</u> Slutrapport. Mia Swärdh, 2005 Projektet Drivkrafter i småföretag finansierades av Växtkraft Mål3. Här prövades en modell för kompetens- och organisationsutveckling - Karriärmodellen - i ett nätverk av småföretagare inom handelssektorn i Varberg. Internationell kompetens samarbetade här med företaget GIBA AB.

<u>KAN – kvinnliga Arkitekter I Nätverk.</u> Slutrapport av kompetensutvecklingsprojektet. Kicki Stridh, Mia Swärdh, Marianne Sökjer-Petersen. 2005. Ett samverkansprojekt med fokus på jämställdhet, genus, kunskapsgenerering, lärande och utveckling bland små och medelstora företag via interorganisatorisk samverkan med universitetet.

KrAftverk Halland Slutrapport. 2005. Kicki Stridh och Mia Swärdh. KrAftverk Halland är ett nätverksprojekt som pågått 2002 – 2005. Projektet har inneburit ett samarbete mellan de företag och organisationer som deltagit i projektet samt högskolan. Arbetet har bedrivits på företagens egna villkor och med ett genusperspektiv på arbetet och på de program som finansierat projektet i avsikt att söka utveckla tillväxt genom insatser i små och medelstora organisationer.

Krafttag. Små företag samlar tankarna och gör bättre affärer. Kicki Stridh och Mia Swärdh 2006. Bilda förlag. Boken handlar om småföretagsutveckling med högskolor/universitet som resurs, och beskriver metodutveckling för detta inom KK-stiftelsens expertkompetensprogram krAft. Book on networks and learning, about linking SMEs to university to enhance growth and business development.

<u>Lönsamt jämnt I Värmland</u>. 2007. Mia Swärdh. Syftet med projektet har varit att ge ökad kompetens inom jämställdhetsområdet frö att främja jämställdhet och därmed tillväxt i företag och organisationer i Värmland – Lönsamt jämt i Värmland.

<u>Projektet KNUFF</u>. Uppföljningsrapport. 2007. Mia Swärdh. Projektet KNUFF har syftat till att hitta nya möjligheter att lotsa ungdomar vidare till varaktigt arbete, studier eller praktik. Målet har varit att utveckla nya metoder för en mix av skapande/estetisk verksamhet, praktiskt arbete, kärnämnesstudier samt coaching för att hitta nya möjligheter att lotsa ungdomar vidare till varaktigt arbete, studier eller praktik.

Kompetens utan gräns med Internationellt Forum. 2007. Mia Swärdh, red. Projektet drevs av Internationella kvinnoföreningen i Malmö och syftade att ge ökade kunskaper om internationell handel till kvinnor och män som driver småföretag, för att på detta sätt stärka deras företag och bidra till affärsutveckling. Projektet har särskilt velat ta tillvara och utveckla kvinnors kompetens och inflytande i regionen för att bidra till ökad sysselsättning.

# Evaluation reports, such as

<u>Projektet VILJA. Kvinnlig företagsamhet bland etniska minoriteter</u> Mia Swärdh 2002. Växtkraft Mål 3 och Nutek finansierade ett samverkansprojekt i tre kommuner: Katrineholm, Flen och Vingåker. Insatsen syftade till att stödja företagsamhet bland kvinnor från etniska minoriteter.

<u>SMIL - ett Skapande, Motiverande, Inspirerande och Lärorikt</u> Mia Swärdh 2005. Projektet drevs av Folkuniversitetet i Skåne, och finansierades av Växtkraft Mål 3 och Försäkringskassan. Idén bakom projektet var att arbeta med långtidssjukskrivna personer, och att flytta fram deras position på arbetsmarknaden genom en särskild mix av kreativt arbete (konst/konsthantverk) och handledning enskilt och i grupp.

PREFACE – PREparing Female student for Academic Entrepreneurship. Final Evaluation Report, June, 2005. Mia Swärdh. Transnational evaluation report of the project. The final report describes the methods and activities in the project. Eleven partners have been working together with a variety of different activities on national as well as a transnational level.

Resurspoolen – Akademiker och företag i samverkan. Utvärderingsrapport. 2007. Mia Swärdh. Projektet Resurspoolen syftade till att i en längre insats arbeta med långtidsarbetslösa akademiker och/eller personer som innehaft en chefsbefattning för att få dem tillbaka i arbetslivet. Medarbetarna i Resurspoolen medverkade till att bygga en modell som snarast kan liknas vid ett företag med tre arbetsställen och olika avdelningar. Medarbetarna hade stort utrymme att styra sin egen utveckling och välja vilken avdelning de vill tillhöra.

### REFERENCES

# On academical merits, university work and personal qualities

# Agneta Hansson

Halmstad University, Manager for Department for Working Life and Gender (ARGUS), and chairperson for Women in Science engineering and Technology (WiTEC)

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#### Henrik Barth

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### On project management skills

#### Anders Melander

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# Agneta Hansson

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#### Jeanette Nerman

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# ANNEX

# Levels of proficiency, Council of Europe<sup>1</sup>

The European Language Portfolio was developed and piloted by the Language Policy Division of the Council of Europe, Strasbourg, from 1998 until 2000.

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Proficient User	C2	Can understand with ease virtually everything heard or read. Can summarise information from different spoken and written sources, reconstructing arguments and accounts in a coherent presentation. Can express him/herself spontaneously, very fluently and precisely, differentiating finer shades of meaning even in more complex situations.
	C1	Can understand a wide range of demanding, longer texts, and recognise implicit meaning. Can express him/herself fluently and spontaneously without much obvious searching for expressions. Can use language flexibly and effectively for social, academic and professional purposes. Can produce clear, well-structured, detailed text on complex subjects, showing controlled use of organisational patterns, connectors and cohesive devices.
Independent User	B2	Can understand the main ideas of complex text on both concrete and abstract topics, including technical discussions in his/her field of specialisation. Can interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible without strain for either party. Can produce clear, detailed text on a wide range of subjects and explain a viewpoint on a topical issue giving the advantages and disadvantages of various options.
	B1	Can understand the main points of clear standard input on familiar matters regularly encountered in work, school, leisure, etc. Can deal with most situations likely to arise whilst travelling in an area where the language is spoken. Can produce simple connected text on topics which are familiar, or of personal interest. Can describe experiences and events, dreams, hopes & ambitions and briefly give reasons and explanations for opinions and plans.
Basic User	A2	Can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal and family information, shopping, local geography, employment). Can communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. Can describe in simple terms aspects of his/her background, immediate environment and matters in areas of immediate need.
	A1	Can understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type. Can introduce him/herself and others and can ask and answer questions about personal details such as where he/she lives, people he/she knows and things he/she has. Can interact in a simple way provided the other person talks slowly and clearly and is prepared to help.

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<sup>&</sup>lt;sup>1</sup> Common European Framework of Reference: Learning, Teaching, Assessment: http://culture2.coe.int/portfolio/inc.asp?L=E&M=\$t/208-1-0-1/main\_pages/welcome.html