

Europass curriculum vitae



Personal information

Surname(s) / First name(s) **SANTOS, MIGUEL BAIÃO**
 E-mail(s) miguel@baiaosantos.com
 Nationality Portuguese
 Date of birth 25 September 1963
 Gender Male

Work experience

<p>Dates</p> <p>Occupation or position held</p> <p>Main activities and responsibilities</p> <p>Name and address of employer</p> <p>Type of business or sector</p>	<p>Since 2012</p> <p>Deputy General Director</p> <p>Pedagogical, Budgetary, Human Resources and Planning Management of the ANQEP.I.P.</p> <p>Agência Nacional para a Qualificação e o Ensino Profissional, I.P. / National Agency for Qualification and VET. I.P. Av. 24 de julho, nº 138, 1399-026 Lisboa / Portugal</p> <p>University</p>
<p>Dates</p> <p>Occupation or position held</p> <p>Main activities and responsibilities</p> <p>Name and address of employer</p> <p>Type of business or sector</p>	<p>Since 2010</p> <p>Associated Professor (part-time status)</p> <p>Coordinator and Professor of "Management Processes and Labour Sociology" in the Human Resources Management Bachelor Degree.</p> <p>Lusophone University / Economics and Management Faculty, Campo Grande, 376, 1749-024 - Lisbon, Portugal</p> <p>University</p>
<p>Dates</p> <p>Occupation or position held</p> <p>Main activities and responsibilities</p> <p>Name and address of employer</p> <p>Type of business or sector</p>	<p>2010 - 2011</p> <p>Associated Professor (part-time status)</p> <p>Teaching: "Management and Entrepreneurship" in Informatics Engineering and Multimedia Engineering Bachelors Degrees.</p> <p>School of Advanced Technologies (ISTEC)/Instituto Superior de Tecnologias Avançadas (ISTEC) – Avenida Engenheiro Arantes Oliveira, nº 3, R/C, 1900-221 Lisboa</p> <p>University</p>
<p>Dates</p> <p>Occupation or position held</p> <p>Main activities and responsibilities</p> <p>Name and address of employer</p> <p>Type of business or sector</p>	<p>Since 2009</p> <p>Researcher (part time status)</p> <p>Statistical indicators, European Employment and VET Policies, ECVET studies. Labour Economics, Organizational Development. Vocational Training approaches and Outcomes.</p> <p>CPES (Research and Social Studies Center), Research Line: Population, Work and Organizations – Lusophone University</p> <p>Campo Grande, 376 1749-024 - Lisbon, Portugal</p> <p>Research Center</p>

Dates	February 2009 – January 2010
Occupation or position held	ETF European Expert (DCI – Kyrgyzstan country project)
Main activities and responsibilities	Temporary assistance/Consultancy to ETF in activities with the State Migration and Employment Committee (SMEC) improving the policy and approach to guidance and support to users of public employment services in Kyrgyzstan. Ensure a link and interaction of this activity with employment and professional training reforms/ Life Long Learning policies, with the aim to feed into the ability of VET to serve also targeted adult populations with adjusted and tailored training to the labour market.
Name and address of employer	ETF – European Training Foundation Villa Gualino, Viale Settimio Severo, 65, 10133 Torino, Italy
Type of business or sector	Provide expertise on education and training systems to the EU partner countries
Dates	Since 2007
Occupation or position held	Researcher (part time status)
Main activities and responsibilities	Statistical indicators, Labour Economics, Employment and VET Policy Analysis, Transnational Projects monitoring, assessment and auditing. Links between employment and education. Lifelong and Lifewide Learning strategy policies. Gender Issues. Human Resources Development, wage analysis, Employment and VET Strategies and Outcomes.
Name and address of employer	SOCIUS (Research Centre for Organizational and Economic Sociology), Research Line: Labour, Employment, Gender and Organizations– School of Economics and Management (ISEG)/ Lisbon Technical University. Current Project: “Assessment of the non-formal and informal education role in adult (re)employment in Portugal”.
Type of business or sector	Rua Miguel Lupi, 20 1249-078 Lisbon, Portugal Research Center (School of Economics and Management (ISEG) ,/Lisbon Technical University)
Dates	December 2005 – February 2012
Occupation or position held	Consultant Superior Technician
Main activities and responsibilities	Professional and Career Guidance, Skills and Qualifications/Vocational Training recognition. Occupational programmes management, monitoring and assessment. Employment active measures, Labour market ant placement studies. Continuous learning Courses to Unemployed Graduates (FORDESQ). Employment Subsidy programme.
Name and address of employer	Employment and Vocational Training Institute (IEFP) – Benfica Job Centre, R. das Pedralvas, 15-A, - Benfica, 1500-487 Lisbon, Portugal.
Type of business or sector	Employment, Education and Vocational Training
Dates	March 2003 - November 2005
Occupation or position held	VET Center Director (1 st Director and Co-Founder)
Main activities and responsibilities	Founding and Managing the Center. Implementing Vocational Training and Lifelong Learning courses to unemployed people, young people and adult workers. Education and Training Courses through ESF measures. EQF and ECVET implementation. The Centre starts at zero in 2003 and arrive, in 2005, at: 33 employees, 170 trainers, 3,000 trainees and a annual budget of 6,5 M €.
Name and address of employer	IEFP, Sintra Vocational Training Centre, Qtª Bela Vista, Ranholas, 2710-691 Sintra, Portugal
Type of business or sector	Employment, Education and Vocational Training
Dates	October 2002 - March 2003
Occupation or position held	Assistant to the IEFP's Regional Director for Lisbon and Tejo Valley
Main activities and responsibilities	Assisting the Regional and Sub-regional Directors. Leader of the “Policy Evaluation and Implementation Commission” of two new Training Centers in the Region (Rehabilitation and VET Center of Alcoitão and Professional Training Center of Sintra).Report Writer of the final results for implementation/recommendations for stakeholders including several HR policies options.
Name and address of employer	IEFP/DRLVT, Av. 5 de Outubro, 14, 1150-201 Lisbon, Portugal
Type of business or sector	Employment, Education and Vocational Training

Dates	March 2001- September 2002
Occupation or position held	Coordinator (Consultant Superior Technician)
Main activities and responsibilities	Coordinating Professional Training and Lifelong Learning courses to unemployed people, young people, employed workers. Curricula development. Counseling and Guidance. Equipment Plans and lays-outs for Education and Training Courses through ESF measures. (640 trainees and 55 trainers). Employment attainment and HR carrier definition.
Name and address of employer	IEFP, Amadora VET School, R. das Indústrias, 2720 Amadora, Portugal
Type of business or sector	Education and Vocational Training
Dates	July 2000 - February 2001
Occupation or position held	1 st Regional Director of The National Agency for Adult Education and Training (ANEFA)
Main activities and responsibilities	Coordinating, organizing and management of the Regional Agency in Lisbon and Tejo Valley. Setup of Skills Recognition and Validation Centers – “New Opportunities”. Education and Training Courses. Running GRUNDTVIG Projects with ENAIP (Italy). Setting up the key competences system. Training of teachers.
Name and address of employer	ANEFA. R. Vale do Pereiro, 16, 1100-071 Lisbon, Portugal
Type of business or sector	Adult Education , Lifelong Learning and Vocational Training
Dates	December 1998 – July 2000
Occupation or position held	Coordinator (Assistant Superior Technician)
Main activities and responsibilities	Coordinating, organizing and running the Regional and National Vocational Training Competitions in partnership with the Worldskills Organization (www.worldskills.org). The competitions had 50 countries involved, 15 employees, 350 competitors and 70 technicians. Member of 35 th International Competition – Montreal, Canada (1999).
Name and address of employer	Worldskills Organization, Keizersgracht 62-64 , 1015 CS Amsterdam, The Netherlands IEFP / VET Department, R, de Xabregas, 52, 1900 Lisbon, Portugal
Type of business or sector	Employment, Education and Vocational Training
Dates	April 1997 - November 1998
Occupation or position held	Superior Technician
Main activities and responsibilities	Coordinating implementation of e-learning and b-learning instruments and pedagogical resources to Professional Training Centers. Managing the Pedagogical Book Series for trainers and teachers. Curricula development for employment. Lifelong learning and Professional Training Courses Innovative Policies. Leonardo da Vinci Project member – “Fit for Europe”. Trainer of Portuguese speaking African Training Centers Principals. External Recruitment Procedures to new technicians. Traineeships Delivery.
Name and address of employer	IEFP/ Curricula Development Unit, R, de Xabregas, 52, 1900 Lisbon, Portugal
Type of business or sector	Employment, Education and Vocational Training
Dates	July 1994 - March 1997
Occupation or position held	Superior Technician
Main activities and responsibilities	Financial evaluation/assessment of EU Employment and training measures – European Social Fund (ESF) in Portugal. Coordinating, organizing and implementing the European Commission Initiative Programmes – ADAPT, NOW, HORIZON and YOUTHSTART, at transnational level. Assessment Indicators. Pedagogical Trainer of trainers. Legal Frame of Human Resources Development and labour market analysis.
Name and address of employer	IEFP, Programme Management Department, Av. José Malhoa 11, 1099-018 Lisbon, Portugal
Type of business or sector	Procurement, Employment and VET programmes management

Dates	May 1992 – June 1994
Occupation or position held	Policy Officer
Main activities and responsibilities	Pedagogical Correspondent in the EUROQUALIFICATION Programme (1992-1993). Nowadays is the European Vocational Training Association (EVTA/AEFP). Exchange of good practices. Policy development. Leader-Coordinator of Agro-food Industry Branch. (1993-1994) Agro-food labour market analysis.
Name and address of employer	EUROQUALIFICATIONS / European Vocational Training Association (EVTA), Rue de la Loi, 93-95, Brussels, Belgium
Type of business or sector	Education and Vocational Training

Dates	May 1990 – June 1992
Occupation or position held	Superior Technician
Main activities and responsibilities	Coordinator of the introduction of ICT and e-learning/b-learning in the training <i>curricula</i> . <i>Curricula</i> design, development and evaluation. Equipment Plans and lays-outs for VET Centers. Project Cycle Management. Pedagogical Trainer of trainers and human resources to the centers. Definition of steering policies to improve quality of learning processes, evaluation and follow-up.
Name and address of employer	IEFP / Curricula Development Unit R, de Xabregas, 52, 1900 Lisbon, Portugal
Type of business or sector	Employment, Education and Vocational Training

Dates	March 1989 – May 1990
Occupation or position held	Intern
Main activities and responsibilities	Introduction of ICT and open and e-learning in the professional training <i>curricula</i> . Employment and Skills evaluation. Rural Local Development. <i>Curricula</i> development. Agriculture and cattle production vocational training courses evaluation. Pedagogical Trainer of trainers.
Name and address of employer	IEFP, R, de Xabregas, 52, 1900 Lisbon, Portugal
Type of business or sector	Employment, Education and Vocational Training

Education

Dates	2007 - 2010
Title of qualification awarded	PhD in Organizational and Economic Sociology
Principal subjects/Occupational skills covered	Vocational Training and Education Economics, Labour Economics, Human Resources Economics, Employment Attainment/Transition and Recruitment, Lifelong Learning policies and Employment strategies, Labour Market and Wage Analysis, assessment and evaluation. (Supervisor: Prof. Dr. Ilona Kovács) Thesis Title: "Modelization of Employment Attainment after VET. Constraints and Devices "
Name and type of organization providing education and training	School of Economics and Management (ISEG), – Lisbon Technical University (ISEG/UTL) - Portugal
Level in national or international classification	PhD, Post-graduate Level (Doctorate Level), ISCED 6 / EQF 8

Dates	2005-2007
Title of qualification awarded	Master Degree in Organizational and Economic Sociology
Principal subjects/Occupational skills covered	Economics and Society, Enterprise Sociology, Human Resources Economics, Labour Economics, Professional Training and Education Economics, Labour Rights. Development Studies. Data Analysis and Statistics (Labour Market Analysis and Wage factors). Flexicurity. Organizational Behavior. Thesis Title: "Employment Attainment after VET. Case Study in a Electronics Training School "
Name and type of organization providing education and training	School of Economics and Management (ISEG), – Lisbon Technical University (ISEG/UTL) - Portugal
Level in national or international classification	Master Degree, Post-graduate Level, ISCED 6 / EQF 7

Dates	1983 -1989
Title of qualification awarded	Agronomic Engineer, Zoot: (branch: Adult Education and Development- Rural Extension)
Principal subjects/Occupational skills covered	Professional Training, Employment and Adult Education, Research, Planning and economical evaluation of integrated rural projects , Social Research Methods applied to rural environment, Breed cattle methods, Project cycle management. Rural development programmes. Human Resources Development to Farming. Innovations dissemination methods.
Name and type of organization providing education and training	University of Évora, Portugal
Level in national or international classification	Engineer (Graduate Level), ISCED 5 /EQF 6

Training

- *Pedagogical Training of Trainers*, IEFPI Training of Trainers National Centre (CNFF), 1989.
- *Computer based training (CBT)/E-learning*, IEFPI Training of Trainers National Centre (CNFF) / Université de Liège (Belgium), 1990 – 1991.
- *Tele consulting / Open and Distance Learning*, Open University, Lisbon, 1991.
- *New Technologies and ICT on Vocational Education and Training*, C.E.D.E.F.O.P/ UK, 1992.
- *Financial and Budgetary Management of European Social Fund (ESF)*, IEFPI Human Resources Department, 1996.
- *Employment Ideas*, IEFPI, Aveiro, 1998.
- *Job Skills, Employment and Training*, Association de la Formation Professionnelle des Adultes (AFPA) – Institute Nacional des Métiers de Formation (INMF), Istre, France, 1998.
- *35th Vocational Training Competitions – IVTO – WorldSkills (Team member)*, IVTO – WorldSkills – Montreal, Canada, 1999.
- *Adult VET and Key-Competences Recognition*, National Agency for Adult Education and Training (ANEFA), 2000.
- *Skills Recognition, Validation and Certification Centres – “New Opportunities”*, National Agency for Adult Education and Training (ANEFA), 2000.
- *Lifelong Learning Programmes Management*, National Agency for Adult Education and Training (ANEFA), 2000.
- *The EURO(€) in Public Administration*, IEFPI, Lisbon, 2001
- *Lifelong Learning Strategies and Citizenship*, APTS, Lisbon, 2002.
- *Budget, Finance and Administrative Integrated Management System (SIGBFA)*, IEFPI Human Resources Department, 2003.
- *Professional Training and Education Integration*, DRLVT//DREL, Lisbon, 2003.
- *Skills Delegation and Industrial Relations*, IEFPI Human Resources Department, 2004.
- *Human Resources Management and Job Classification*, IEFPI Human Resources Department, 2005.
- *Employment Management Integrated System (SIGE)*, IEFPI, 2006.
- *Employers Database Management*, IEFPI, 2007
- *Russian Language (A1)*, Lisbon University, CCL/ISCTE, 2008
- *Employment Occupational Programmes and Training Management*, IEFPI, Employment Department, 2008

Personal skills and competences

Mother tongue(s)

Portuguese

Other language(s)

Self-assessment

European level ()*

English

French

Spanish

Russian

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	Proficient User	C1	Proficient User	C1	Proficient User	C1	Proficient User	C1	Proficient User
C1	Proficient User	C1	Proficient User	C1	Proficient User	C1	Proficient User	B2	Independent User
C2	Proficient User	C2	Proficient User	C2	Proficient User	C2	Proficient User	C2	Proficient User
A1	Basic User	A2	Basic User	A1	Basic User	A1	Basic User	A1	Basic User

() Common European Framework of Reference (CEF) level*

Social skills and competences

Founder of the Cultural Association "Spectemur *Agendo*" in Lisbon.

University team handball player for 3 years.

President of the University Students Association, for 2 years.

Member of "Former Students and Parents Association" of the Lisbon Spanish Institute.

Member of the IEFP's "Staff House".

Good ability to adapt to multicultural environments, gained through my work experience abroad (Brussels, Spain, Switzerland, The Netherlands, Canada, Germany, UK, etc.).

Organisational skills and competences

Large and pragmatic experience in organizing and implementing seminars and conferences about "Integrated Personal Development" for independent entrepreneurs in Portugal and Spain (1992-2001), and in coordinating and running roughly 40 meetings and seminars at national and transnational level in the EUROQUALIFICATION Programme (nowadays EVTA), in Brussels (1991-1994).

Large and versatile experience in coordinating multicultural and large teams by running the Vocational Training Competitions in Lisbon and the 50th anniversary of the Worldskills Organization (2000).

Wide experience in project and team management as Portuguese Representative in the EURO CDROM project (Leonardo da Vinci Project) in Germany, Wiesbaden, AA - Agentur für Arbeit (1997-2000) and as Director, Regional Director and Coordinator.

Military Service

Completed in 1988/89

Technical skills and competences

Good command of statistical indicators as Member researcher in SOCIUS (Research Centre for Organizational and Economic Sociology),

Large Experience in Educational and Professional Training Policy Analysis, Transnational Projects Monitoring, evaluation and impact assessment of Professional Training policies and Labour Market parallel and transversal Analysis (wages, life cycle, supply and demand analysis), obtained in 21 years of work experience in the field of employment and professional training;

Excellent mood to environmental issues due to my graduate level in agronomics.

Computer skills and competences

Competent in the all Microsoft Office applications (Word, Excel, Access, Power Point, Front Page).

Excellent Internet skills.

Good command of SPSS – Statistical Package for Social Sciences.

Networks and Institutions Membership

- SOCIUS (Research Centre for Organizations Development and Economic Sociology), Research Line: Work, Employment, Gender and Organizations.– ISEG/ Lisbon Technical University (http://pascal.iseg.utl.pt/~socius/socius/index_uk.shtml).
- CPES (Research and Social Studies Center), Research Line: Population, Work and Organizations – Lusophone University (<http://cpes.ulusofona.pt/index.php/linhas-grupos-seccoes>)
- EENEE (European Expert Network on Economics of Education), <http://www.education-economics.org>

Additional information

Main Publications

- “*Vocational Training Skills Needs Diagnostics – The statistical analysis in the decision*”, in Training and Employment Revue, PT # 14, (1991)
- “*European Union Vocational Training and Education Systems – Future and Trends*” thesis to Assistant Superior Technician contest, PT, IEFP (2000)
- “*Education and Vocational Training – Steps of Lifelong Learning*” Thesis to Consultant Superior Technician contest, PT, IEFP (2002)
- “*Learning Organizations and Human Capital*”, paper on Human Resources Economics, PT, ISEG/UTL, 2007
- “*Employment Attainment and Vocational Training*”, Master Degree Thesis, PT, ISEG/UTL, (2007)
- “*Employment Attainment and Vocational Training – A VET School Case Study*”, Part I, ANIMEE, revue, No 298, pp.33-36, PT, (2008)
- “*Employment Attainment and Vocational Training – A VET School Case Study*”, Part II, ANIMEE, revue, No 299, pp. 29-32. PT, (2009)
- “*Modelization of Employment Attainment after Vocational Training*”, PhD Thesis (2009)
- “*School to Work Transition Theories, Employment Attainment and VET.*”. SOCIUS Working Papers, PT, Issue 05/2010. <http://pascal.iseg.utl.pt/~socius/publicacoes/w.papers.2010.shtml>
- “*School to Work Transition, Employment Attainment and VET. Theories Guide for Policy Makers*”. Munich Personal RePEc Archive(MPRA),ENG, 2010 <http://econpapers.repec.org/RAS/psa837.htm>
- “*From Training to Labour Market. Holocletic Model*”. MPRA - Munich Personal RePEc Archive, 2010. <http://econpapers.repec.org/RAS/psa837.htm>
- “*Allomorphisms in Corporations and in Human Resources Management (HRM) in Informational Society*” MPRA - Munich Personal RePEc Archive, 2011. <http://mpa.ub.uni-muenchen.de/32309/>
- “*New Forms of Work Organization in Micro and Small Enterprises*” MPRA - Munich Personal RePEc Archive, 2012. <http://econpapers.repec.org/RAS/psa837.htm>

Book(s) In Preparation

- “*Employment and VET. Models and Practices*” (2012), PT. Ed. RH Editores.

Other Information

Prices and Awards

- 1st place in the Assistant Superior Technician contest – IEFP, 2000.
- Better student in the Master Degree Course 2005/2007 (Classification: 17/20).
- ANA, E.P. Price for better Student in the Master Degree Course, 2007, ISEG/UTL.

Employers References

Former Director: Mr. Félix Esménio, tel: (351) 968574111, email: felix.esmenio@iefp.pt

Former Director: Mr. Eduardo Fonseca, tel: (351) 966283398, email: eduardo.fonseca@iefp.pt

Former Director: Mr. Octávio Oliveira, tel: (351) 968270396, email: octavio.oliveira@iefp.pt