



COLLABORATION STRUCTURE AND TOOLS

0

D3.1 UPDATED UNDER D3.3

Abstract

The primary objective of the document is to propose updates and standardization of the methodology in the Automotive Skills Alliance (ASA) and further for other Pact for Skills (PFS) partnerships. The methodology revolves around skills intelligence and working group collaboration.



Title Page

Report Title:	Collaboration Structure and Tools		
Responsible Project Partner:	VSB-TUO	Contributing Project Partner:	ACEA, APTE, ASA, EDUCAM, EuroSPI, ITC, TUG, ISCN
Document data:	File name:	FLAMENCO_Deliverable_3.3-Collaboration Structure and Tools (D3.1 updated).pdf	
	Pages: 19	No. of annexes:	3
	Status:	final	Diss. Level: PU
Project title:	FLAMENCO - Forward Looking Approaches for Green Mobility Ecosystem Network Collaboration		GA No.: S2_23-460-01
Project No.:	101087552	Output No:	D3.3
Date: 27.6.2023	Due Date:	31.12.2024	Submission date: 20.12.2024
Keywords:	Methodology, Tools, Collaboration, Services, Processes, Working Groups, Task Forces, Skills Intelligence;		
Review by:	Marek Spanyol, VSB-TUO	Review date:	10.12.2024
	Didier Stevens, ACEA		12.12.2024
	Ion Margineanu, ITC		20.12.2024
	Marius Tudor, ITC		23.12.2024
Approved by:	Marek Spanyol, VSB-TUO	Approval date:	31.12.2024

For more information or contacts, visit the project website:

www.project-flamenco.eu

Table of Contents

TITLE PAGE	1
TABLE OF CONTENTS	2
ABBREVIATIONS	3
EXECUTIVE SUMMARY	4
INTRODUCTION	5
1. ASA WORKING GROUPS LIFECYCLE	6
1.1. PROPOSED STRUCTURE.....	6
1.1.1. <i>Base Topics</i>	7
1.1.2. <i>Topic Leadership (ASA Secretariat)</i>	8
1.1.3. <i>Topic Committee (Composed of ASA Members)</i>	9
1.1.4. <i>Working Group and Task Force Structure</i>	9
1.2. INITIATION OF A WORKING GROUP OR A TASK FORCE.....	12
1.2.1. <i>Methodology</i>	12
1.3. GROUPS PILOTING.....	13
1.3.1. <i>Group Dissolution</i>	14
2. ACTIVITIES, OUTPUTS, AND SERVICES	15
2.1. METHODOLOGY TO DEFINE SERVICE CRITERIA.....	15
ANNEX A: WORKING GROUP INITIATION APPLICATION	17
ANNEX B: EXAMPLE GROUP PILOT METHODOLOGY	18
2.1.1. <i>Example Iteration Execution (Sprint)</i>	18
ANNEX C: WORKING GROUP INITIATION APPLICATION - ACKNOWLEDGEMENT	19

ABBREVIATIONS

FLAMENCO	...	Forward Looking Approaches for Green Mobility Ecosystem Network Collaboration
ASA	...	Automotive Skills Alliance
PfS	...	Pact for Skills
EU	...	European Union
KPI	...	Key Performance Indicator
WG	...	Working Group
TF	...	Task Force
IT	...	Information Technology
SMART	...	Specific, Measurable, Achievable, Relevant, Time-bound
LCA	...	Life Cycle Assessment
SW/Sys	...	Software / System
STEM	...	Science, Technology, Engineering, and Mathematics
AI	...	Artificial Intelligence
WPx	...	Work Package
MTG	...	Member Type Group
DRIVES	...	The Development and Research on Innovative Vocational Educational Skills
ALBATS	...	The Alliance for Batteries Technology, Training and Skills
TC	...	Topic Committee

Executive Summary

This document is part of the FLAMENCO Project, which focuses on forward-looking approaches for the Green Mobility Ecosystem Network Collaboration.

The primary objective of the document is to propose updates and standardization of the methodology in the Automotive Skills Alliance (ASA) and for other Pact for Skills (PFS) partnerships. The methodology revolves around skills intelligence and working group collaboration.

The document proposes an update of the baseline methodology used in ASA with the FLAMENCO project recommendations. The methodology comprises four main parts:

- Overall Group Lifecycle and ASA Structure
- Initiation of the Working group
- Group Pilot Activities
- Activities, Outputs, and Services

The Automotive Skills Alliance (ASA) was launched in November 2020 and became a legal entity in January 2022. Its primary focus is on the re-skilling and up-skilling of workers in the automotive sector. The ASA aims to develop intelligence, foster dialogue among partners and stakeholders, and support the creation of specific plans for re-skilling, up-skilling, and training workers in the EU automotive sector.

Introduction

This document proposes the update and standardisation of the methodology in the Automotive Skills Alliance (ASA) and beyond for other Pact for Skills (PfS) partnerships. The methodology revolves around the work on skills intelligence and working group collaboration.

Approach and Document Structure

The document proposes an update of the baseline methodology used in the ASA with the FLAMENCO project recommendations applied (researched in the WP2). The methodology comprises four main parts:

1. Overall **Group Lifecycle**
 - 1.1. **Initiation of the Working Group** – How to Establish the Group
 - 1.1.1. Engagement of the possible broader partnership – new partners and stakeholders based on the identified target groups.
 - 1.1.2. Creation of the detailed work plan, ambitions, commitments, and KPIs
 - 1.2. **Groups Piloting** – In Practice Activities
 - 1.2.1. Group Meetings and Communication
 - 1.2.2. Planning and start of the iterations/work plan.
 - 1.2.3. Implementation of the work plan, production of outputs
 - 1.2.4. Periodic assessment and review
 - 1.2.5. Follow-up and new iterations
2. **Activities, Outputs, and Services**
3. **Other Aspects** of the Collaboration

A link to monitoring and assessment of the group's activities is also provided.

1. ASA Working Groups Lifecycle

This section describes the overall working group's lifecycle and specific parts, such as the initiation, piloting, and others. Practical examples of how the ASA groups were established are given together with formalized methodology.

1.1. Proposed Structure

To attract and engage with members, a new structure was identified by Flamenco. The new structure introduces the **concept of "Topic Leadership"**, which is responsible for identifying, prioritizing, and setting the direction for key topics and areas of focus within the automotive sector. This ensures that the working groups are aligned with the industry's most pressing and relevant issues. The "Topic Committee" is a specialized group formed of ASA members who have expertise, interest, or stake in a particular topic identified by the **Topic Leadership**.

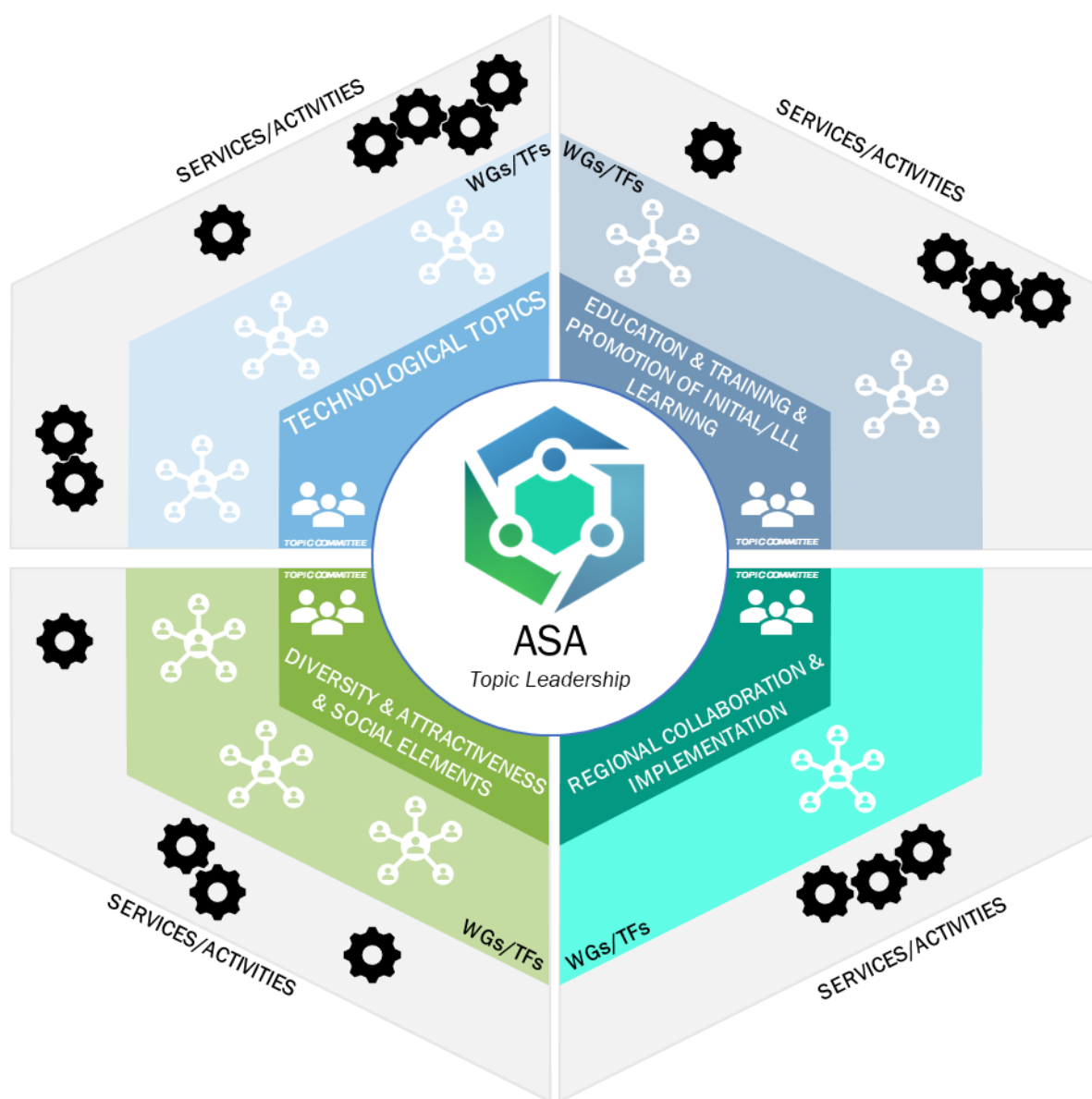


FIGURE 1: WORKING GROUPS VISUAL REPRESENTATION

Visual Representation of the Working Group Structure – Topic Leadership: Picture a circular target. At the very centre lays the **ASA Topic Leadership**. Surrounding this core, there are four **Topic Committees**. Moving further out, the next circle represents the **Working Groups and Task Forces** with their members. The outermost circle encompasses the various **Activities (or Services)** associated with each topic. Each layer is interconnected with the central layers, guiding and influencing the outer ones, forming a cohesive and integrated approach to the automotive sector's needs.

Figure 2 shows the overall structure and levels of the Topics Committees, which are seen as the strategic level. The operational level of the collaboration is assured by the running of the Working Groups and Task Forces and performing concrete Activities and delivering the tangible results and outcomes.

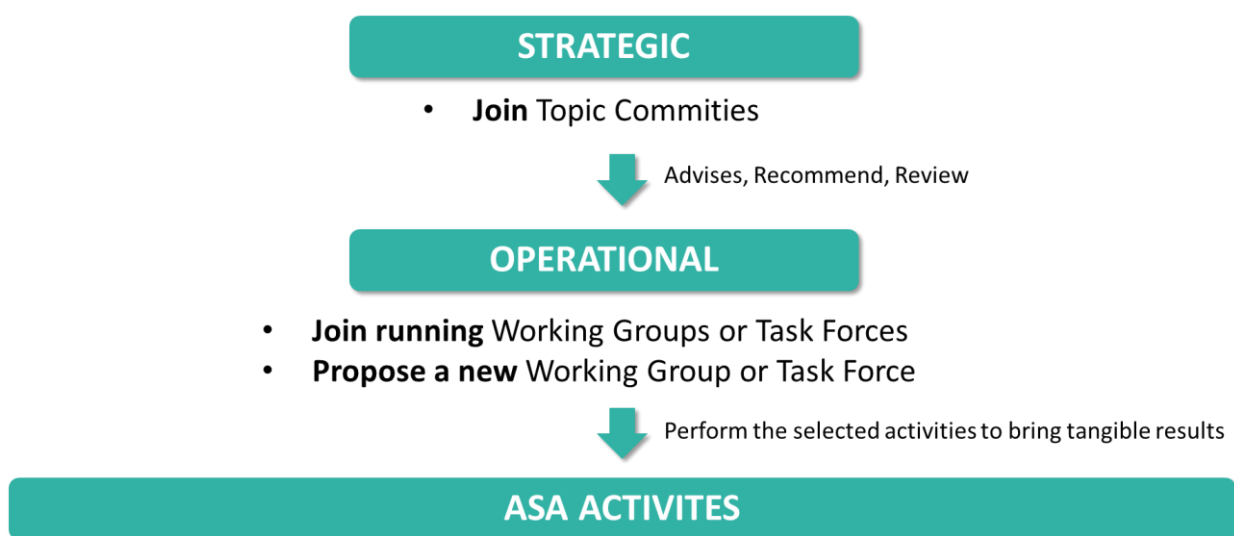


FIGURE 2: STRUCTURE, ROLES AND RESPONSIBILITIES

1.1.1. Base Topics

Within the new ASA structure, the following **Base Topics** are identified as core – new working groups and topics are always categorised in the context of the base topics and working group (this may be seen in the figure below). Thus, the following **Topic Committees** are established (comprising a number of activities):

- **Technological Topics** – The Technology Committee prioritizes Repair and Maintenance, Batteries, Hydrogen, Digitalization, Electronics Packaging, Software/System Development, Life Cycle Assessment (LCA), and Environmental Footprint. With a focus on extending device lifespan and minimizing electronic waste, the committee explores sustainable energy solutions, integrates digital technologies, and evaluates environmental impacts for a holistic and sustainable technological approach.
- **Education and Training & Promotion of Initial/Lifelong Learning** – The Education Committee focuses on advancing learning through effective programs, training, and the promotion of both initial and life-long learning. By prioritizing continuous education, the committee aims to equip individuals with the skills needed to thrive in an ever-changing world.
- **Diversity, Attractiveness & Social Aspects** – The Social Aspects Committee prioritizes diversity, attractiveness, and key social elements. Committed to inclusivity, it actively promotes diversity and works towards enhancing

social appeal and engagement. The committee focuses on creating a harmonious and inclusive society that values diversity for a vibrant and enriching social environment.

- **Regional Collaboration and Implementation** – The Regional Dimension Committee prioritizes regional collaboration and effective implementation, fostering collective efforts to address shared challenges. Emphasizing collaborative strategies, the committee aims to create a resilient regional framework for sustainable solutions benefitting local communities.

1.1.2. Topic Leadership (ASA Secretariat)

Topic leadership is a body which governs the **topics** and **topic committees** within the structure. Within ASA, the **ASA secretariat** represents the **topic leadership** as such. It is **responsible for topic definition** and makes the final decisions within the whole hierarchy.

Within the **topic leadership**, there is a **dedicated person or group of persons (ambassador/s)** who oversees and helps to administer the whole hierarchy. Ambassadors are part of the topic leadership (ASA secretariat in this context) who has more dedicated time to **communicate** with different topic committee members or working group members and **streamlines** the flow of information in and out. This role also enhances the **overall dissemination of activities, monitoring, reporting or other activities** which may be seen in the picture below.

It is noteworthy that topic leadership members have the same rights as the topic committee members (next chapter) with the addition of the, if necessary, **veto right** meaning that they make the final decision in the overall hierarchy if needed.

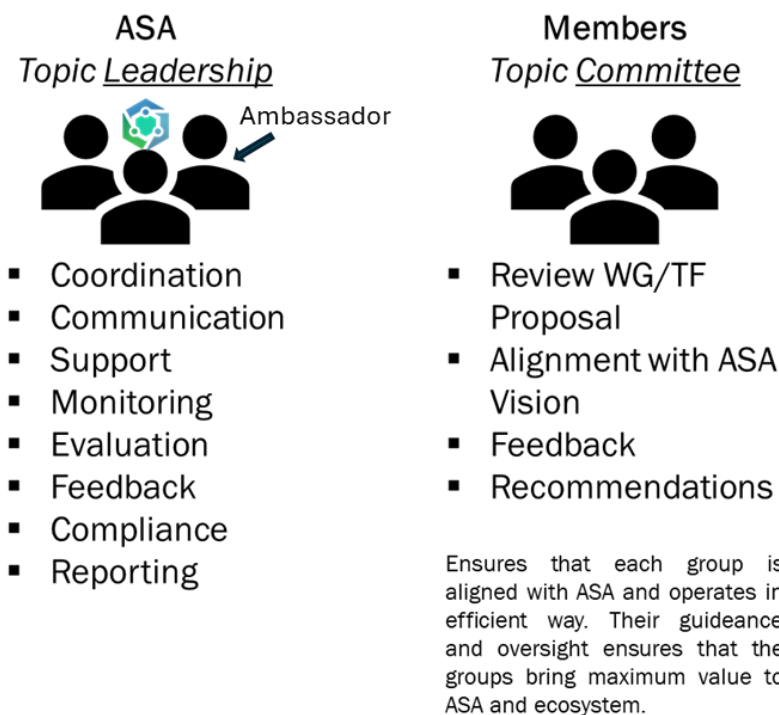


FIGURE 3: TOPIC LEADERSHIP AND COMMITTEE ROLES

1.1.3. Topic Committee (Composed of ASA Members)

The Topic Committee is a specialised group of ASA members with expertise, interest, or stake in a topic identified by the Topic Leadership. This committee plays a crucial role in exploring and deep-diving into specific topics within the automotive sector. Additionally, the **committee is responsible for reviewing proposals for creating new working groups**, ensuring that they align with ASA's objectives and bring value to its members.

The roles and **main responsibilities** of the **Topic Committee** include:

- 1) **Review of Working Group Proposals:** Evaluating proposals for new working groups to determine their relevance, feasibility, and potential impact. This includes assessing the proposed group's needs, objectives, and expected outcomes. This covers all groups' proposals, even the ones with the private visibility.
- 2) **Goals and topics definition and prioritization:** Facilitating discussions among committee members to gather diverse viewpoints, share experiences, and brainstorm solutions – mainly during the topic committee meetings.
- 3) **Recommendations and Feedback:** Upon a thorough review, the committee makes recommendations on the acceptance, modification, or rejection of the proposed working groups. These recommendations are based on the proposal's alignment with ASA's goals, its potential value to members, and the broader automotive community.

Other responsibilities may include:

- **Initiative Planning:** Designing and planning initiatives, projects, or programs related to the topic to benefit ASA members and the broader automotive community.
- **Collaboration:** Working in tandem with the Topic Leadership to ensure that the committee's activities align with ASA's broader objectives and strategies.
- **Feedback Loop:** Providing regular feedback to the Topic Leadership about the progress, challenges, and outcomes related to the topic.
- **Member Engagement:** Engaging with the broader ASA membership to disseminate information, gather inputs, and promote active participation related to the topic.

With the **responsibility of reviewing new working group's proposals**, the Topic Committee acts as a gatekeeper/dispatcher, ensuring that ASA's efforts are always directed towards the **most relevant and impactful areas** within the automotive sector.

TC Members may be expelled from the TC if he/she fails to attend the TC meetings and does not communicate with the **“active” Topic Committee members** : It may be also decided that the TC size should be adjusted, potential members to be expelled are decided by the Topic Committee.

1.1.4. Working Group and Task Force Structure

The following section defines **group as** a set of individuals working under specific Topics and thus Topic Committees. Such groups are composed of ASA members and can have the following attributes:

1. **Status:** Each group (within ASA) will be categorized based on **its longevity and purpose**. The status can be either of the following:

- **Permanent (Working Group or WG):** These long-term WGs address ongoing or core issues within the automotive sector.
- **Temporary (Task Force or TF):** These TFs are set up for a specific duration to address immediate or short-term challenges or projects. In some cases, if the activity of a TF needs to become permanent, the respective TF could be transformed into a WG.

2. **Organization:** The organizational structure of each WG/TF will be defined by the roles assigned to its members. These roles include:

- **Leader:** A individual responsible for guiding the WG/TF, making decisions, and meeting the group's objectives (there might be more persons or organizations as co-leaders).
- **Members:** Each WG/TF will have a list of ASA members, or eventually non-members, who are **actively involved** in the group's activities. These members provide their expertise, participate in discussions, and drive the WG/TF's initiatives. Members may also fulfill the role of advisors or ambassadors.

3. **Activities (or Services):** Each WG/TF will accommodate a list of activities identified and **approved by the ASA Committee**. These activities outline the specific tasks, projects, or initiatives the ASA offers to assign to a new WG/TF.

4. **Goal:** Every WG/TF will have a clearly defined goal that aligns with ASA's broader objectives. This **goal will be SMART (Specific, Measurable, Achievable, Relevant, Time-bound)**. Additionally, the goal can identify sub-activities or specific tasks that contribute to achieving the main objective, which was selected as a working group activity – this includes measurable objectives and KPIs (aligned with the ASA objectives).

5. **Timeframe-Workplan:** A time frame will be set for each WG/TF, especially for those with a temporary status. This deadline ensures that the group's activities are time-bound and results-oriented.

10

6. **Visibility:** The visibility of each WG/TF will determine:

- 1) *who can access the information about the group existence;*
- 2) *who can join the group;*
- 3) *outputs.*

The visibility settings are:

- **Public:** Accessible to everyone, including those outside ASA.
- **Private:** Accessible only to the members of the WG/TF and select ASA members.
- **Protected:** Accessible to all ASA members but not to the general public.

With this setup, **users can quickly discover what each WG/TF is about, who's leading it, and what they're working on. Clear roles, like Leaders and Ambassadors,** means everyone knows what they should be doing.

One of the best parts is the **focus on clear and achievable goals** for each WG. This makes sure that groups have a set plan and can get things done on time. The new design also makes it **easy to see who's part of a WG and how others can join**. Furthermore, **showing members' names on the website is a great way to recognise and motivate them**.

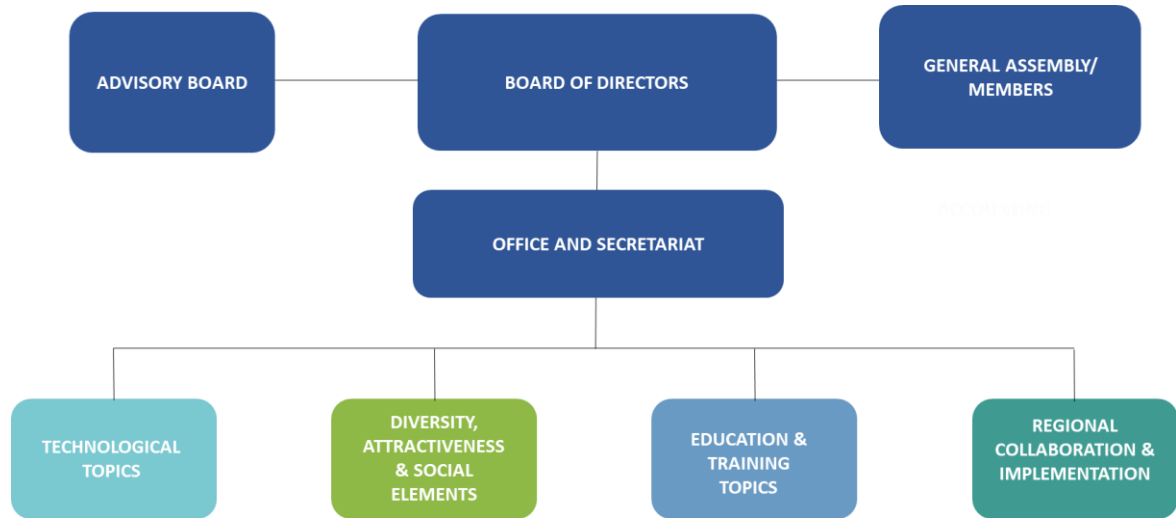


FIGURE 4: WORKING GROUPS AND TASK FORCES - TREE VIEW

1.2. Initiation of a Working Group or a Task Force

This section provides a baseline methodology used in ASA, formalized and improved methodology with practical examples on how to initiate and form the working group to work on the skills intelligence in the Pact for Skills ecosystem. The following topics are covered:

- Engagement of the possible broader partnership – new partners and stakeholders based on the identified target groups;
- Creation of the detailed work plan, ambitions, commitments, and KPIs;

Initiation and forming of the working groups are processes under which various individuals are gathered to work on the activities connected to the Pact for Skills objectives, mainly the skills intelligence and agenda.

1.2.1. Methodology

The ASA Working Groups initiation and cultivation methodology can be divided into the following steps (based on the previous FLAMENCO WP2 results). The **process of establishing** a Working Group (WG) within the Automotive Skills Alliance (ASA) begins as follows:

A) Top-down Process

- 1) **Topic Leadership selection**, which the ASA office spearheads. They identify and select pertinent topics that **warrant the creation of a new WG**, using the newly defined structure as a blueprint. Once a topic is chosen, the proposal is forwarded to the Topic Committee, a volunteer-driven body, for a thorough review.
- 2) **The committee then evaluates** the proposal's alignment with ASA's objectives and provides recommendations.
- 3) **Based on this feedback**, the Topic Leadership takes the **next step of inviting specific ASA members (or the ASA members may request to be part of the topic committee based on the topics listings in the ASA)** to be part of the WG. While the Topic Leadership, led by the ASA office, provides direction and oversight, the Topic Committee plays a crucial role in offering insights feedback, and ensuring the WG's alignment with the broader goals of ASA. This collaborative approach aims to establish result-oriented WGs that contribute significantly to the automotive sector.
 - Additionally, the **committee is responsible for reviewing proposals for creating new working groups**, ensuring that they align with ASA's objectives and bring value to its members;
 - **Possible Desk Check** - Topic Leadership may sign an acknowledgement in a case in which the submitting entity needs a confirmation of the application process – this confirms that the goals and activities of the submitted group are aligned with the priorities of the ASA objectives and that it will further proceed to the review by the TC. Template may be found in the ANNEX C.

B) Bottom-up Process

- 1) **Registration Process:** registration into WGs begins with registration into the ASA (in case the interested entity is not already a member thereof). During the registration, the entity selects a set of topics of interest – this embraces a diverse range of participants. Registration is designed to be user-friendly, eliminating entry barriers and facilitating dynamic exchanges of insights - "[JOIN – AUTOMOTIVE SKILLS ALLIANCE \(automotive-skills-alliance.eu\)](https://join-automotive-skills-alliance.eu)". A registered entity may be a Legal Entity or a Natural Person. The registered entity is also granted access to a dedicated Members Area on the website where the events calendar and access to Cloud are accessible – this also helps to gain the entity's interest in joining various WGs.

- 2) **Initiation of the WG:** initiation of the WG consists of the following steps, serving as a new WG definition, which is to be evaluated by the **Topic Committees** and approval decision is made by the **Topic Leadership**:
- **Selection of ASA Members:** initiator/s of the WG form the WG from ASA members. One contact point of the WG (or leader) is recommended. The WG then formulates objectives; this selection/choice is then confirmed in the next step as a focus;
 - **Confirming focus:** identifying the working group's goals and specific working plan (roadmap) for a set period with **deadlines**, measurable objectives, and KPIs coherent with the ASA objectives (PfS charter). The Workplan contains a selection of skills intelligence activities (or services) which will be achieved within the set time frame. This initial working plan also assesses the group's structure and may be continuously updated (reporting and result collection further elaborated in **section 1.4** and **deliverable D3.2**).
 - **Identifying Target Group Entities:** working groups identify and select target groups with whom to collaborate on the goals and to whom to propagate the results of the WG.
 - **Organisation Structure:** the members' frequency of meetings and engagement in a selected organisational structure is confirmed amongst the group. The recommended frequency is quarterly online or hybrid meetings.

A template is provided to the WGs to define a working group for further evaluation by the leadership and committee (full template presented/available in **ANNEX B**).

1.3. Groups Piloting

This section provides a formalized methodology with example on how to pilot and run the working group to work on the skills intelligence in the PfS ecosystem. The following topics are covered:

- Planning and start of the iterations/work plan;
- Implementation of the work plan, production of outputs;
- Periodic assessment and review;
- Follow-up and new iterations;
- Group dissolution.

Working group pilot is a process where various individuals are gathered to work on the activities (services) connected to the PfS objectives, mainly in the skills intelligence and agenda. A more detailed version thereof is included in ANNEX B.

Working Groups (WGs) were defined in the Section 1.3.1 and begin by creating a detailed work plan based on their initial objectives (ANNEX A). Using an agile and flexible approach, for example, WGs implement their activities in "iterations" or sprints, focusing on specific skills intelligence services. These iterations involve defining actionable goals and deliverables, fostering cross-partnership collaborations, and leveraging tools like an EU-wide skills and training database. The progress of each sprint is monitored by Topic Leadership to ensure alignment with ASA's overall objectives, with key performance indicators (KPIs) established to measure outcomes.

Each iteration concludes with networking, sharing results, and evaluating performance. WGs disseminate their findings to stakeholders, both within the ASA partnership and externally, to related projects like DRIVES or ALBATTs.

The evaluation phase includes rehearsals, assessments, and planning for the next sprint, ensuring continuous improvement. Meetings are organized as needed, promoting adaptability and responsiveness to the group's maturity and the topic at hand.

1.3.1. Group Dissolution

A group can end or be dissolved via the decision of the ASA Secretariat – upon the discussion with the group leader. It is also possible that the group leader informs the Topic leadership about the group's dissolution. If the group ceases its activities without prior notification, it is formally dissolved by the Topic Leadership. A gGroup can be reinstated after the discussion with the Topic Leadership.

2. Activities, Outputs, and Services

This section describes how to define and measure activities, outputs, and services in ASA and generally in the PfS ecosystem. It also provides abstracts and roles of services, which will be elaborated in Deliverable D3.2.

2.1. Methodology to Define Service Criteria

The ASA structure defines working groups with different activities that the working groups can establish for the automotive sector.

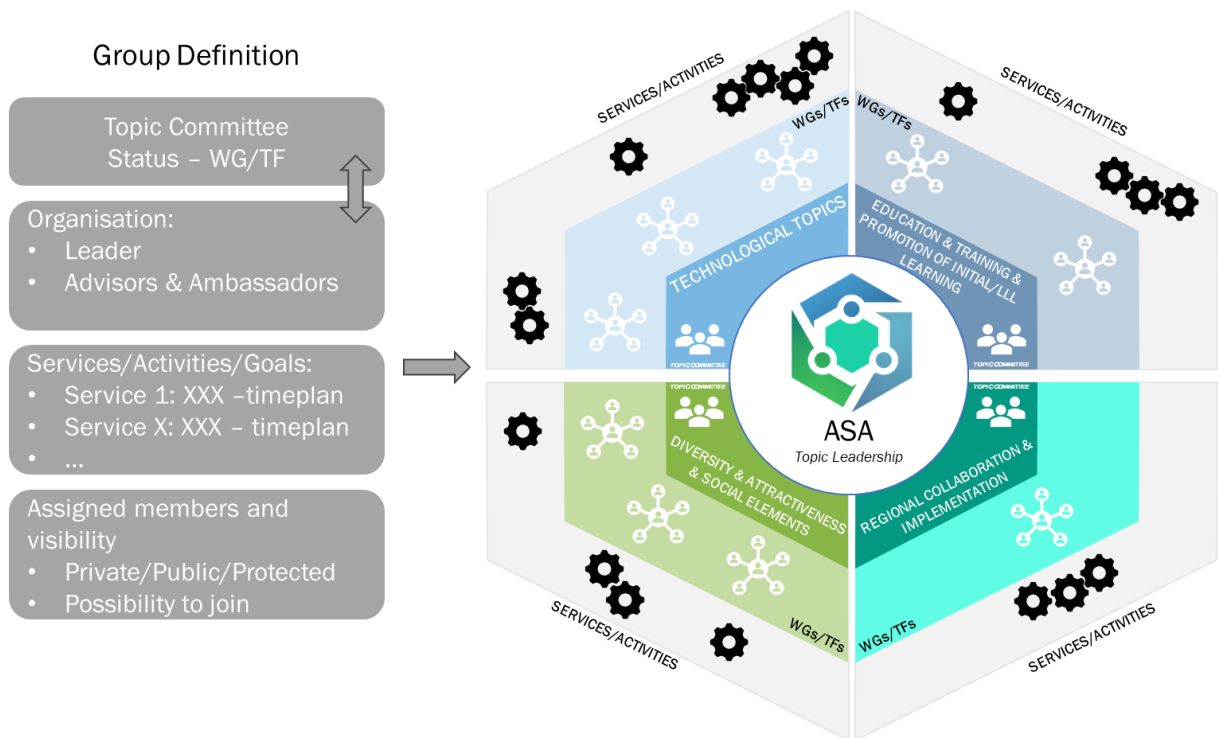


FIGURE 5: GROUP DEFINITION WITHIN THE WHOLE STRUCTURE

The figure below shows a list of activities (which are non-exhaustive), and in this document, we describe the service for the examination and certification. Each service model (e.g. certification services) will be described using the same approach.



FIGURE 6: LIST OF ACTIVITIES

Each activity description includes:

- Abstract and description
- Role definition
- A list of criteria to be considered by the working groups when establishing service cooperation with a certifier:
 - **Red:** Criteria to be provided as a minimum. If they do not exist, the ASA cooperation would be rejected. (**SHALL Criteria - mandatory**)
 - **Orange:** The criteria are recommended but are not mandatory to establish a certifier cooperation service with ASA. (**SHOULD Criteria - recommended**)
 - **Green:** These criteria are optional. However, they are seen to increase the value of an exam and certification service. (**OPTIONAL Criteria - optional**)
- Process Model
- List of Typical Interfaces
- List of Typical Work Products

Note: The work products are described as a framework and can be extended or more detailed when establishing the concrete service model.

ANNEX A: Working Group Initiation Application

Methodology may be found here: [D3.1 Collaboration Structure and Tools \(project-flamenco.eu\)](https://project-flamenco.eu/D3.1_Collaboration_Structure_and_Tools)

- 1) **Name:** <type name>
- 2) **Topic Committee:** (Technology/Education/Social Aspects/Regional Dimension)
- 3) **Status:** *Permanent (Working Group)/Temporary (Task Force)*

Timeplan:

Month/Dates	Jan	Feb	March	April	May		Week 19
Week/s:					Week 17	Week 18	Week 19
Activity	▼						
Activity		▼					
Activity		▼					
Activity			▼				
Activity				▶			
Activity						▶	
Activity							▶
Activity							▼ 10/05

TIMELINE EXAMPLE

4) **Focus, Goals, and Mission:**

<describe the focus, goals, and mission of the group>

5) **Organisation:**

- a. **Leader:** <mention leading organization and persons>
- b. **Members:** <mention member organizations and persons>

6) **Activities (or Services – please see [D3.2 Collaboration control and quality mechanisms \(project-flamenco.eu\)](https://project-flamenco.eu/D3.2_Collaboration_control_and_quality_mechanisms)):**

- a. <activity x – with RYG status and description>

7) **Outcomes:**

<describe the planned outcomes>

8) **Overall status visibility:** <Public/Private/Protected>

9) **Results Visibility:** <Public/Private/Protected>

10) **Possibility to Join WG:** <Public/Private/Protected>

ANNEX B: Example Group Pilot Methodology

The previously chosen approach in the ASA can be divided into the following steps:

- 1) **A Working Group (WG) is initiated.** approved and established.
- 2) **Planning and start of the iterations/work plan:** Each working group needs to define a work plan for a certain period and then start the implementation (this is a partition and detailed plan of the original work plan, defined during the WG initiation). The agile, flexible approach is recommended: Each WG focuses on its selected activities (services) in skills intelligence and follows the same methodology to allow merge and comparison of the results.
 - a. **Development of the working plan for the next iteration:** a plan defining the scope of the actions which will be achieved with smaller goals and deliverables. Establishing cross-partnership and cross-working group cooperation is recommended to share best practices. WG then continues to execute the iteration (see the next point).
 - b. **Working on the Skills Intelligence:** implementing and executing the selected and defined activities (services) by, e.g., gathering demand and/or offer or using **ASA tools**, such as an Skills Hub, or best practice sharing tool (see **chapter 2** for the complete list of activities and services). Iteration can be understood as a Sprint concept known from the Agile Framework – see **chapter 1.4.2** for example execution.
- 3) **Networking** and sharing best practices among stakeholders interested in the same topics.
- 4) **Sharing of results:** of the iteration to the ecosystem and ASA partnership as well as externally, e.g. to the relevant projects (such as DRIVES, ALBATTs and other company, regional, national, and European level) – results are reported for dissemination purposes back to Topic Committee as well.
- 5) **Evaluation and Assessment:** evaluation, rehearsal, and assessment of the performance during the iteration and continuation with the new iteration (see point 1).

18

2.1.1. Example Iteration Execution (Sprint)

Working groups work by Agile approach – a set of Sprints as recommended.

- **The working group defines the topic for the sprint**
 - o based on the maturity of the group and the topic;
 - o the group should work on activities/services
 - o the work will be checked and monitored by the Topic Leadership at least;
 - o definition of measurable KPIs (linked to main or proposed new ones) and what the group wants to achieve within the given period.
- Working groups are organizing meetings based on their needs and current status.

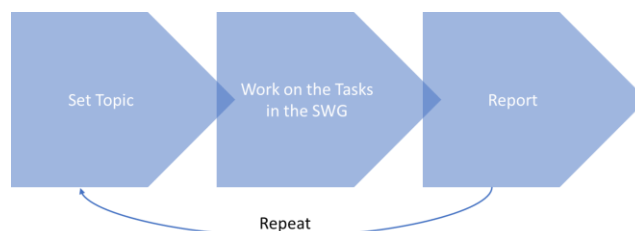


Figure 7: Agile Sprints

ANNEX C: Working Group Initiation Application - Acknowledgement

Dear [Name/Applicant],

thank you for submitting your *Task Force/Working Group* application, [Insert Name]. The content and goals of your proposed initiative align closely with the priorities of the Automotive-Mobility ecosystem skills agenda and the mission of the Automotive Skills Alliance partnership.

Your initiative will now be presented to and assessed by the relevant Topic Committee. We will keep you informed about the progress and any next steps in due course.

Should you have any questions in the meantime, please feel free to reach out.

Best regards,

[ASA representative name]
ASA Secretariat