



TO WHOM IT MAY CONCERN

As Head of the department for VET systems and institutions at Cedefop, it is my great pleasure to recommend Ms. Michaela Hermann, who has worked in my department as a trainee from October 2020 to October 2021.

At Cedefop, Ms. Hermann has worked on the learning outcomes and transversal skills projects and the research on micro-credentials. Among her various duties, she has prepared short policy analytical extracts, written press items, provided comments to research reports, as well as carried out independent research and supported the collection and analysis of qualitative and quantitative data. For the visualization of the learning outcomes database, she proactively created an interactive website mockup.

Ms. Hermann is bright and motivated. She is both a team player and highly capable of working independently. During her time working at Cedefop, she has shown a high level of flexibility, adapting to the teleworking and then hybrid working requirements in place during the pandemic, and, under time pressure, has managed to deliver high quality outputs, whether on the premises or from home.

Ms. Hermann is proactive in anticipating needs for the successful delivery of a project and will go out of her way to provide support to her supervisors and colleagues. She cooperated excellently with everybody in the team. She has also taken advantage of all upskilling and training opportunities Cedefop offers their trainees, whether skills or knowledge oriented.

Her immediate supervisors are extremely impressed with her analytical skills, digital competences, outstanding communication and English skills, and genuine enthusiasm for her work.

With her work record and after discussing Ms. Hermann's ambitions for the future, it is clear to me that she is ready to take on a new level of responsibilities in her next position. Her commitment to her professional career and strong moral character make her a great investment for any company and institution.

I have full confidence in Ms. Hermann and can strongly recommend her without hesitation.

Dr Loukas Zahilas
Cedefop, Head of Department for VET Systems and Institutions



Thessaloniki, 08 July 2021

To whom it may concern

In my function as Expert in the Department for VET systems and institutions in Cedefop, I had the opportunity to supervise and work closely with Ms Michaela Hermann who has worked as a trainee in our department from October 2020 to date. She has supported the projects on learning outcomes and qualifications, transversal skills and the research on micro-credentials. She has contributed to the collection and analysis of qualitative and quantitative data as well as the organisation of the related thematic information. She has prepared short policy analytical extracts, provided comments to research reports and supported the maintenance of the related databases. Her ability to multi task but also work independently was highly appreciated, not to mention her efforts to create a website/interactive pilot that could be used in the area of learning outcomes in the future.

Ms Hermann was very enthusiastic, contributing actively to team discussions and collaborating with experts during events organised related to Cedefop's [Future of VET](#) project (November 2020) and [Comparing VET qualifications](#) (June 2021). She is not only capable of assuming responsibility in every task requested to her but can deliver under pressure and follow through to ensure that the task is accomplished. She has also displayed a nationality, age and gender sensitivity which was very important for a multicultural environment, like Cedefop.

Michaela has a great amount of potential with very good communications skills, open-mind with attention to detail, excellent computer and digital literacy, positive and constructive attitude towards work as can also be seen by her [LinkedIn profile](#). Therefore, I recommend Ms Hermann as a person who can work with success in any organisation/company that recruits her.

Sincerely,

[signed]

Anastasia Pouliou

Expert

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