



# WP4 – Design Of A Training Course And Materials

## Curriculum of the training course

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## **1. Introduction**

Following the development of the competence profile in WP3 and the analysis phase in WP2, we redesign the training course previously developed within the BUS and QMS project, aligned with the competence profile of Quality Manager in VET organisations. The training course is developed in a modular form, each module corresponding to a particular unit of learning outcomes, following the principles of EQF and ECVET.

The objective of the training course is to provide the necessary knowledge, skills and competencies for the design and implementation of quality management systems in VET entities.

The pedagogical methodology is in-class training with provision for project assignments and practical work. It will be tailored for 40 hours of education.

The training course addresses managers, quality managers and senior executive staff of VET institutions.

The training material consists of:

- A handbook that is used as a tutored-based learning material. The estimated size is 80-100 pages and covers about 40 hours of education
- A CD-ROM: a support tool for the design and implementation of the quality management system in VET organization.
- Case studies: eight case studies demonstrate the application of quality management systems in training organisations in all partners' countries.

## 2. Training course description

### Learning objective

The LOQUET training course aims at providing the necessary knowledge, skills and competencies for the design and implementation of quality management systems in VET entities.

### Target groups

The target groups of LOQUET training course are:

- managers, quality managers and senior executive staff of VET institutions
- people already working on quality management, without formal qualifications and a solid knowledge background;
- people working as quality managers in other professional areas and want to make a transition to VET sector;

### *Recommended background*

Higher education degree in the field of education and/or management and professional experience in VET sector. Specific experience in quality management is an advantage but is not necessary.

### Learning methodology

The training course has been designed as a tutored-based learning. Learning material includes a handbook, case studies and a CD-ROM. The learning material can be used for self learning as well.

The handbook consists of 6 learning units. Each learning unit is defined in terms of learning outcomes. According to Cedefop VET terminology a learning outcome *is a set of knowledge, skills and/or competences an individual has acquired and/or is able to demonstrate after completion of a learning process, either formal, non-formal or informal* (Cedefop, 2008).

Each learning unit comprehends a general description of its objectives, duration, contents and assessment methodology. It is divided into different sessions and includes a range of learning materials, with the objective to support trainees to acquire theoretical knowledge and build up the skills and competences required for quality management. The learning materials that are used in the course consist of:

- Handbook
- Case studies
- Exercises
- Topics for discussion in the group

The training course will be managed by a trainer or a team of trainers. The trainers will have the main responsibility to manage the course, guide and support the trainees.

The training course will have duration of one week. Each day, the trainers will make an overview of the last day, a presentation of the learning units of the day and the required assignments. The assignment will be done during the training course; however the trainer may opt to give assignments to the trainees to do them in their free time. Each assignment requires some time for reflexion and group discussion.

### **3. Learning outcomes**

The LOQUET training course content is presented in table 2 in terms of learning outcomes.

The learning outcomes are built up on the quality control cycle PDCA , Deming cycle. See figure below:

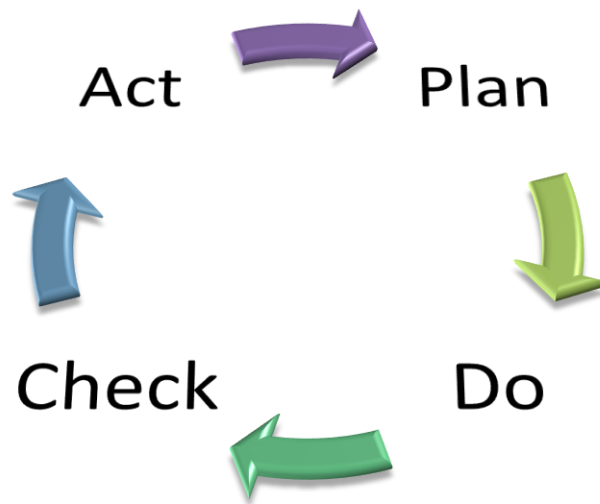


Table 1: Learning outcomes of LOQUET training course

	<b>Knowledge</b> The candidate should know:	<b>Skills</b> The candidate should be able to:	<b>Competences</b> The candidate should:
<b>Unit 1: Introduction</b>	<ul style="list-style-type: none"> <li>• European quality context</li> <li>• Quality management concepts and vocabulary</li> <li>• Fundamentals of quality management</li> <li>• Characteristics and contents of ISO 9001:2008 standard</li> <li>• Characteristics and contents of ISO 29990:2010 standard</li> </ul>	<ul style="list-style-type: none"> <li>• Describe the sense of the word "quality"</li> <li>• Identify the benefits of implementation of quality management systems</li> <li>• Apply quality management principles</li> </ul>	<ul style="list-style-type: none"> <li>• Be responsible in quality management and development</li> <li>• Be committed to the continual improvement</li> <li>• Have entrepreneurial spirit focused on quality excellence</li> </ul>
<b>Unit 2: Planning a quality management system</b>	<ul style="list-style-type: none"> <li>• European, national and regional VET policy goals/objectives</li> <li>• EQARF recommendation</li> <li>• Design or check up of processes (Process map - SIPOC method – performance indicators)</li> <li>• Certification of quality systems</li> <li>• Operational and strategic planning</li> <li>• Risk management theories</li> <li>• VET sector specific operational issues and</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate European, national and regional VET policy goals/objectives in his/her activities</li> <li>• Set and monitor explicit goals/objectives and targets</li> <li>• Identify specific local/individual needs – customer focus</li> <li>• Organise and plan quality management activities</li> <li>• Elaborate quality management procedures and forms</li> </ul>	<ul style="list-style-type: none"> <li>• Be empathic with the customer's needs</li> <li>• Be proactive</li> <li>• Involve staff in quality development</li> <li>• Consult with relevant stakeholders</li> <li>• Support relevant and inclusive partnerships to implement the actions planned</li> <li>• Support management</li> </ul>

	<p>legal issues</p>	<ul style="list-style-type: none"> <li>• Plan cooperate initiatives with other VET providers</li> <li>• Allocate resources appropriately internally aligned with the targets</li> <li>• Promote and valorise innovations</li> <li>• Plan the system according to the requirements and resources</li> <li>• Delegate the tasks and responsibilities</li> <li>• Perform operational and strategic planning</li> </ul>	<p>commitment on quality policy</p>
<p><b>Unit 3: Implementing a quality management system</b></p>	<ul style="list-style-type: none"> <li>• ISO standard's general requirements</li> <li>• Quality system documentation requirements</li> <li>• Quality management processes</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate actively with trainers and executive staff</li> <li>• Coordinate the work team</li> <li>• Operate administrative work</li> <li>• Perform quality management</li> </ul>	<ul style="list-style-type: none"> <li>• Have communication skills</li> <li>• Be able to promote quality objectives</li> <li>• Be able to coordinate a quality management team</li> <li>• Be a team player</li> <li>• Be interactive , open</li> <li>• Be able to manage conflicts</li> <li>• Have reassuring / advisory capacity</li> </ul>
<p><b>Unit 4: Measurement and assessment of quality processes</b></p>	<ul style="list-style-type: none"> <li>• Evaluation and review mechanisms that involve internal and external stakeholders</li> <li>• Statistical tools</li> <li>• Presentation tools</li> </ul>	<ul style="list-style-type: none"> <li>• Perform first self-assessment</li> <li>• Monitor implementation plan</li> <li>• Check-up the processes</li> <li>• Perform internal audits</li> </ul>	<ul style="list-style-type: none"> <li>• Have strong analytical skills</li> <li>• Able to speak in public, presentation skills</li> </ul>

	<ul style="list-style-type: none"> <li>• Audit management</li> <li>• Reporting techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Gather learners' feedback on their individual learning experience and on the learning and teaching environment</li> <li>• Gather teacher's feedback</li> <li>• Collect data</li> <li>• Analyse the gathered information</li> <li>• Conduct a statistical analysis</li> <li>• Assess the results</li> <li>• Compile an analytical report</li> <li>• Present the outputs to the general management</li> <li>• Support the general management to valorise the outputs of the measurement procedure</li> <li>• Evaluate and review processes and results/outcomes of education including the assessment of learner satisfaction as well as staff performance and satisfaction</li> </ul>	
<p><b>Unit 5: Actions for continual improvement</b></p>	<ul style="list-style-type: none"> <li>• Process management and review</li> <li>• Quality control and improvement techniques</li> <li>• Factual approach to decision making</li> <li>• Mutually beneficial approach</li> </ul>	<ul style="list-style-type: none"> <li>• Orient the training programmes to fulfil market needs</li> <li>• Cultivate good relationship with all stakeholders (trainers and executive staff)</li> <li>• Find an agreement which is acceptable and/or convenient for all sides</li> <li>• Conduct negotiations</li> </ul>	<ul style="list-style-type: none"> <li>• Be creative in finding solutions</li> <li>• Be able to develop and maintain a wide contact network of stakeholders</li> <li>• Be proactive</li> <li>• Be empathic</li> </ul>



		<ul style="list-style-type: none"><li>• Analyse complex scenarios and propose simple solutions</li><li>• Understand and merge the expectations of both trainees and VET organisation</li><li>• Intermediate between different exigencies</li><li>• Support capacity building and quality improvement, and to enhance performance</li></ul>	
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## 4. Syllabus of the training course

The training course is structured in 6 parts: one introductory unit, four units corresponding to the identified units of learning outcomes and a closing unit for feedback and assessment.

### Unit 1

Title:	Introduction
Objectives/ expected outcomes	<p>By the end of this unit, the trainee will</p> <ul style="list-style-type: none"> <li>• become familiar with the course through reading the syllabus</li> <li>• become familiar with quality management and main principles</li> <li>• be able to describe the sense of the word "quality" and identify the benefits of implementation of ISO 9001 &amp; ISO 29990</li> <li>• have a general knowledge on quality management principles</li> </ul>
Estimated duration:	6 hours
Contents	<p>Introduction to the course</p> <p>Quality management concepts and vocabulary</p> <p>Fundamentals of quality management</p> <p>Characteristics and contents of ISO 9001:2008 standard</p> <p>Characteristics and contents of ISO 29990:2010 standard</p>
Learning material	<p>Syllabus</p> <p>Handbook – Chapter 1</p>
Activities	<p>Discussion topic: presentation of participants, expectations from the training course, personal experience on quality management</p> <p>Search information on the internet on successful quality management strategies, articles in newspapers, interviews, reports</p>

### Unit 2

Title:	Planning a quality management system
Objectives/ expected outcomes	<p>By the end of this unit, the trainee will:</p> <ul style="list-style-type: none"> <li>• have comprehensive knowledge of ISO 9001 &amp; ISO 29990 standard (contents and certification)</li> <li>• be able to support management commitment on quality policy</li> <li>• be able to set and monitor explicit goals/objectives and targets</li> <li>• become familiar with the elaboration of management procedures and forms to be used for the quality management</li> <li>• become familiar with European and national VET policies</li> <li>• develop skills of strategic planning, team management and delegation</li> </ul>

	<ul style="list-style-type: none"> <li>develop proactive behaviour</li> </ul>
Estimated duration:	10 hours
Contents	<p>European, national and regional VET policy goals/objectives</p> <p>EQAVET framework</p> <p>Design and check up of processes</p> <p>Certification of quality systems</p>
Learning material	<p>Handbook – Chapter 2 &amp; Chapter 6</p> <p>External documents and links for the European, national and regional VET policy goals/objectives</p> <p>Case studies</p>
Activities	<p>Collaborative exercise: Develop a quality policy</p> <p>Discussion topic: Recommendations and tips for planning quality management activities</p> <p>Collaborative exercise: Develop the organisational chart of a VET organisation and identify the interaction among the departments</p>

### Unit 3

Title:	Implementing a quality management system
Objectives/ expected outcomes	<p>By the end of this unit, the trainee will:</p> <ul style="list-style-type: none"> <li>acquire knowledge on ISO 9001 &amp; ISO 29990 general requirements as well as documentation requirements</li> <li>be able to develop quality management processes</li> <li>develop communication skills, leadership, coordinating skills</li> </ul>
Estimated duration:	8 hours
Contents	<p>ISO 9001 &amp; ISO 29990 general requirements</p> <p>Quality system documentation requirements</p> <p>Quality management processes</p>
Learning material	<p>Handbook – Chapter 3</p> <p>Case studies</p>
Activities	<p>Discussion topic: Main obstacles and pitfalls in quality management implementation</p> <p>Collaborative exercise: Develop a process map for a VET organisation identifying for every process:</p> <ul style="list-style-type: none"> <li>the responsibilities</li> <li>the corresponding documents and records</li> <li>the interfaces with other processes</li> </ul>

- the flow of information

#### Unit 4

Title:	Measurement and assessment of quality processes
Objectives/ expected outcomes	<p>By the end of this unit, the trainee will:</p> <ul style="list-style-type: none"> <li>• have general knowledge on monitoring and assessment methods and tools</li> <li>• be able to perform first self-assessment</li> <li>• be able to search for data, analyse gathered information and compile an analytic report</li> <li>• be able to evaluate and review processes and results/outcomes</li> <li>• have developed communication skills, creativity and analytical skills</li> </ul>
Estimated duration:	8 hours
Contents	<p>Evaluation and review mechanisms</p> <p>Audit management</p> <p>Statistical tools</p>
Learning material	<p>Handbook – Chapter 4</p> <p>Case studies</p>
Activities	<p>Collaborative exercise: Develop a form to collect feedback from the trainees of the VET organisation</p> <p>Collaborative exercise: Criteria that should be defined and major points that should be assessed during an internal audit</p>

#### Unit 5

Title:	Actions for continual improvement
Objectives/ expected outcomes	<p>By the end of this unit, the trainee will:</p> <ul style="list-style-type: none"> <li>• have developed creativity in finding solutions and proactive attitude</li> <li>• be able to decide on corrective and proactive actions</li> <li>• have developed mutually beneficial approach and factual approach to decision making</li> <li>• be able to apply quality control and improvement techniques</li> </ul>
Estimated duration:	6 hours
Contents	<p>Management review</p> <p>Process management</p> <p>Continuous improvement process</p> <p>Dealing with nonconformities</p>
Learning material	<p>Handbook – Chapter 5</p> <p>Case studies</p>

Activities	<p>Collaborative exercise: Define the topics that should be discussed during an annual management review meeting and for each topic identify the inputs (data) and the outputs (decisions)</p> <p>Discussion topic: Key elements for continual improvement and enhancement of customer's satisfaction in a VET organisation</p>
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**Closing Unit**

Title:	Closing Unit
Objectives/ expected outcomes	The last unit of the training course aims to give to the participants enough time to conclude their activities, to reflect on the newly acquired learning outcomes, to provide feedback to course organisers and to interact with other course participants
Estimated duration:	2 hours
Assessment activity:	Assessment quiz
Contents	Debriefing and closing by the tutor Evaluation questionnaire
Activities	Fill-in the evaluation questionnaire

## 5. Course timetable

The training course has total duration of 40 hours and it lasts 5 days. Each day includes 4 sessions of 1,5 hour (6 training hours in total and 2 hours for breaks).

An indicative timetable is:

1<sup>st</sup> session: 9:00 - 10:30

2<sup>nd</sup> session: 11:00 – 12:30

3<sup>rd</sup> session: 13:30 – 15:00

4<sup>th</sup> session: 15:30 – 17:00

### DAY ONE

Session	Title
1	Registration
	Course Introduction
	Exercise 1 – Mini Interview
	Introduction to Quality Management
2	Steps to implement a QMS in a VET company
	Requirements for a QMS
3	Benefits of implementation of a QMS
	Exercise 2 - Search information on the internet on successful quality management strategies, articles in newspapers, interviews, reports
4	European, national and regional VET policies

### DAY TWO

Session	Title
1	Management responsibility
	Exercise 1 – Develop a quality policy
2	Planning

	Exercise 2 – Develop the organisational chart of a VET organisation and identify the interaction among the departments
3	Resource management
	Design and development
4	Detailed implementation plan
	Case studies
	Discussion: Recommendations and tips for planning quality management activities

### **DAY THREE**

<b>Session</b>	<b>Title</b>
1-2	Process approach
	Exercise 1 – Develop a process map for a VET organisation identifying for every process: <ul style="list-style-type: none"> <li>- the responsibilities</li> <li>- the corresponding documents and records</li> <li>- the interfaces with other processes</li> <li>- the flow of information</li> </ul>
3	Design or check up of processes
	Discussion: Main obstacles and pitfalls in quality management implementation
4	Development of QM Handbook
	Workshop 1 – Quality Manual Review

## DAY FOUR

Session	Title
1	Measuring customer satisfaction Exercise 1 – Develop a form to collect feedback from the trainees of the VET organisation
2	Internal audit External audit
3	Exercise 2 - Criteria that should be defined and major points that should be assessed during an internal audit
4	Monitoring and measurement processes and products Non conformities – Corrective and preventive actions Data analysis

## DAY FIVE

Session	Title
1	Management review Exercise 7 - Define the topics that should be discussed during an annual management review meeting and for each topic identify the inputs (data) and the outputs (decisions)
2	Case studies Continual improvement
3	Discussion: Key elements for continual improvement and enhancement of customer's satisfaction in a VET organisation Self-assessment quiz
4	Completion of course evaluation forms Summary and end of course



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