



## **In the Middle**

*ECVET for transparency and recognition of learning outcomes and qualifications in "integrated health care logistics"*

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### **WP 7 – Quality management**

#### **Project Quality Operative Plan**

**Activities and tools aimed to ensure the quality of project activities and products: performance indicators, monitoring activities and control targets, survey and control times, survey instruments, reporting systems**

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## Introduction

The In The Middle approved project foresees a specific work package (WP 7 "Quality management") concerning the project quality. It aims at to ensuring the quality of activities and products to be developed during the project, to allow for a smooth project operation and to secure the achievement of the project aims. This purpose will be served through a system of process-oriented self-evaluation by means of standardised feedback surveys and written documentation of project activities, which will be subject to approval by the partners involved and thus allow for additional reflection and self-assessment. The progress of the project work is evaluated by a comparison with the work packages.

The work package activities are:

- a) **Project Quality planning:** shared definition by all the partners of activities and tools to manage and develop project quality in each phase and in the project as a whole (performance indicators, to measure intermediate and final results achieved with respect to needs of the target groups; monitoring activities and control targets; survey and control times; survey instruments; reporting systems);
- b) **Enforcement of project quality plan and quality control:** implementation of planned monitoring and surveys, with activities of physical monitoring (verification by means of performance indicators and result indicators), financial monitoring (survey and control of expenses in respect of the estimated cost for each partner and phase), technical-scientific monitoring (self-evaluation carried out by coordinators and experts), survey interventions to verify the level of satisfaction of the subjects involved in the various phases of the project and in particular of the addressees and final users.
- c) **Corrective actions:** proposed by each Consortium partner, they are evaluated, discussed and approved by the whole Consortium.

All the Consortium partners will participate in the workpackage with the coordination of the applicant coordinator. The scientific and technical guidance of the WP will be subcontracted to a specialised organisation. The following sections of this document define the executive development of these provisions.

### 1. Objectives

The In The Middle quality plan defines **procedures, criteria and resources** for monitoring and evaluating the project progress for internal and/or external evaluation – including results' quality control – the intermediate and final results – compared to the target group needs, the intervention sector and the potential users.

The Project's quality plan allows the *in itinere* (in progress) and *ex post* monitoring of the whole intervention with the aim of:

- Providing constantly and promptly information regarding the project progress at physical, financial and procedural level;
- Providing immediate evidence of possible particularly critical situations or with lower progress than average;
- Obtaining the best use of the financial resources available;
- Guaranteeing the required quality level.

This document allows to survey and to monitor the project in its whole in line with the defined finalities, with the aim to implement the necessary corrective measures. The project Quality Plan is kept constantly updated during its whole execution; the document is naturally coherent with the agreements and with the other documents of the project.

## 2. Methodology

The methodology is based on two aspects of the project strictly connected. The first aspect is oriented to the "**product**", in terms of **results** obtained following the **service delivery** (evaluation of the product). The evaluation concerns, in this case, the ability to ensure an adequate and efficient transfer of innovation in the project. This first evaluation activity is supported by data survey schemes and by specifically envisaged indicators. The second aspect concerns the **management system** (system evaluation), relating to the extent to which the entire organisation system, and hence the management processes, allow to reach the foreseen aims.

All of this is inserted in a global quality management background in line with the typical process of the UNI EN ISO 9001:2000 (Quality management systems – Requirements) norms.

In the view of monitoring and of a continuous quality level improvement, the management of a single process is done through the PDCA technique (Plan: establish the aims – Do: implement the identified processes– Check: monitor and measure the processes – Act: identify the improvement actions). The model foresees, for the purpose of the quality evaluation, the detailed analysis of each process in order to identify the structure's strong and weak points. The identification of the strength and weaknesses during the self evaluation is one of the fundamental aspects of the methodology. This allows, in fact, to identify the areas to be improved, by specific, targeted and efficient, in order to increase the quality service supply.

## 3. Contents

The Project's quality plan is composed of the following activities foreseen by the project in each singular phase:

1. Quality planning
2. Quality implementation procedure

3. Quality control
4. Corrective actions

### 3.1 Quality planning

This phase refers to the definition of the elements, activities and tools which will be used for the management and development of the Quality Plan of the project in its complexity. In particular the following will be defined:

- The monitoring model;
- The results and impact indicators;
- The survey and control timing;
- The survey tools; and,
- The reporting system.

#### The monitoring model

Definition of the control typologies and objectives, which will be implemented during the development of the entire project through the analysis of results, emerged by the defined indicators used. The table below contains the monitoring typologies and the linked objectives.

Monitoring Typology	Objectives
Physical	Quantitative monitoring aimed in checking the physical progress of the intervention through the use of realisation and result indicators
Financial	Quantitative monitoring with the aim to survey and control the certified expenses of the partnership and of the single partners in respect of what was defined initially for the project and each its phase
Technical-scientific	Qualitative monitoring aimed to controlling the whole project realisation process, in particular concerning the shared methods and techniques and the consistency about the foreseen contents for each activity.
Casuistry	Qualitative monitoring aimed to verifying the satisfaction level of the involved actors in the different project phases: particularly enterprises, social partners, VET providers, workers and trainees in the sector of integrated health care logistics across Europe, regional and national public institutions having competence on such sector and on VET

#### The result and impact indicators

Identification and selection of the measurable and controlled sizes apt to measure the intermediate and final results concerning the needs of the target groups, the intervention sector and the potential users. Considering the aims, the timing of implementation, the human resources committed, the tasks to be carried out, the expected results, the work methods and techniques and the quality management tools which characterize the different working phases of the project, in the table below is defined the specific set of key performance indicators:

<b>Key Performance Indicators</b>	<b>Definition/Measurement</b>
<b>KPI 1</b> (WP 1 – physical indicator)	Agreements between partners for the carrying out of the project work plan: <u>actual definition and formalisation of the agreements</u> Trans-national meetings: <u>actual realisation of 6 transnational meetings foreseen</u> Website: <u>actual realisation of the project website</u>
<b>KPI 2</b> (WP 1 – financial indicator)	Compliance with the envisaged expenses of the project during WP 1 / Budget by WP and by partner, <u>percentage difference between the expenses carried out and planned for WP 1</u>
<b>KPI 3</b> (WP 1 – technical scientific indicator)	Compliance with the activities carried out during WP 1 concerning the foreseen methods, techniques and contents / <u>Average value of the individual evaluation expressed by the management and research human resources involved in the project for each Consortium partner.</u>
<b>KPI 4</b> (WP 1 – casuistry indicator)	Satisfaction level concerning activities of WP 1 / <u>Average level of the of the individual evaluation expressed by the management and research human resources involved in the project for each Consortium partner</u>
<b>KPI 5</b> (WP 2 – physical indicator)	Report on preparatory analysis and researches on the field of professional figures in integrated health care logistics in Europe / <u>Actual realisation of the report</u>
<b>KPI 6</b> (WP 2 – financial indicator)	Compliance with the envisaged expenses of the project during WP2 / Budget by WP and by partner, <u>percentage difference between the expenses carried out and planned for WP 2</u>
<b>KPI 7</b> (WP 2 – technical scientific indicator)	Compliance with the activities carried out during WP 2 concerning the foreseen methods, techniques and contents / <u>Average value of the individual evaluation expressed by the management and research human resources involved in the project for each Consortium partner</u>
<b>KPI 8</b> (WP 2 – casuistry indicator)	Satisfaction level concerning activities of WP2 / <u>Average level of the of the individual evaluation expressed by the management and research human resources involved in the project for each Consortium partner</u>
<b>KPI 9</b> (WP 3 – physical indicator)	Action plan for the ECVET process to be activated in the field of professional figures integrated health care logistics / <u>Actual elaboration of the action plan</u>
<b>KPI 10</b> (WP 3 – financial indicator)	Compliance with the envisaged expenses of the project during WP3 / Budget by WP and by partner, <u>percentage difference between the expenses carried out and planned for WP 3</u>
<b>KPI 11</b> (WP 3 – technical scientific indicator)	Compliance with the activities carried out during WP 3 concerning the foreseen methods, techniques and contents / <u>Average level of the evaluations expressed by the management and research human resources involved for each Consortium partner</u>
<b>KPI 12</b> (WP 3 – casuistry indicator)	Satisfaction level of the researchers concerning the realised research experience during WP3 : <u>Average level of the of the individual evaluation expressed by the management and research human resources involved in the project for each Consortium partner</u>
<b>KPI 13</b> (WP 4 – physical indicator)	Design of European professional figures in integrated health care logistics sector: <u>Actual definition of the professional figures in terms of activities, tasks, knowledge, skills, competences, certification objectives, units of learning outcomes and related ECVET credit points (Deliverable 10)</u>
<b>KPI 14</b> (WP 4 – financial indicator)	Compliance with the envisaged expenses of the project during WP4 / Budget by WP and by partner, <u>percentage difference between the expenses carried out and planned for WP 4</u>
<b>KPI 15</b> (WP 4 – technical scientific indicator)	Compliance with the activities carried out during WP 4 concerning the foreseen methods, techniques and contents / <u>Average level of the evaluations expressed by the management and research human resources involved for each Consortium partner</u>

<p style="text-align: center;"><b>Key Performance Indicators</b></p>	<p style="text-align: center;"><b>Definition/Measurement</b></p>
<p><b>KPI 16</b> (WP 4 – casuistry indicator)</p>	<p>Satisfaction level concerning activities of WP 4 / <u>Average level of the of the individual evaluation expressed by the management and research human resources involved in the project for each Consortium partner</u></p>
<p><b>KPI 17</b> (WP 5 – physical indicator)</p>	<p>Memorandum of Understanding ECVET for the European qualification in integrated health care logistics sector: <u>Actual formalisation of the MoU</u></p>
<p><b>KPI 18</b> (WP 5 – financial indicator)</p>	<p>Compliance with the envisaged expenses of the project during WP5 / Budget by WP and by partner, <u>percentage difference between the expenses carried out and planned for WP 5</u></p>
<p><b>KPI 19</b> (WP 5 – technical scientific indicator)</p>	<p>Compliance with the activities carried out during WP 5 concerning the foreseen methods, techniques and contents / <u>Average level of the evaluations expressed by the management and research human resources involved for each Consortium partner</u></p>
<p><b>KPI 20</b> (WP 5 – casuistry indicator)</p>	<p>Satisfaction level concerning activities of WP 5 / <u>Average level of the of the individual evaluation expressed by the management and research human resources involved in the project for each Consortium partner</u> Satisfaction level of key actors (beyond the project partners: enterprises, social partners, VET providers, workers and trainees in the sector of integrated health care logistics across Europe, regional and national public institutions having competence on such sector and on VET, and other interested organisations) involved in the activities of definition and signature of the Memorandum of Understanding - MoU ECVET for the European qualification in integrated health care logistics: <u>Average value of the individual evaluations expressed by the key actors involved in the MoU</u></p>
<p><b>KPI 21</b> (WP 6 – physical indicator)</p>	<p>Common European Model for Learning Agreements ECVET: <u>Actual elaboration of the common European model</u> Common European Model for ECVET Credits Awarding: <u>Actual elaboration of the common European model</u> Report on ECVET for European qualification in the sector of integrated health care logistics - Final release of the whole ECVET pilot test: <u>Actual realisation of the report</u></p>
<p><b>KPI 22</b> (WP 6 – financial indicator)</p>	<p>Compliance with the envisaged expenses of the project during WP6 / Budget by WP and by partner, <u>percentage difference between the expenses carried out and planned for WP 6</u></p>
<p><b>KPI 23</b> (WP 6 – technical scientific indicator)</p>	<p>Compliance with the activities carried out during WP 6 concerning the foreseen methods, techniques and contents / <u>Average level of the evaluations expressed by the management and research human resources involved for each Consortium partner</u></p>
<p><b>KPI 24</b> (WP 6 – casuistry indicator)</p>	<p>Satisfaction level concerning activities of WP 6 / <u>Average level of the of the individual evaluation expressed by the management and research human resources involved in the project for each Consortium partner</u> Satisfaction level of subjects, particularly VET providers and professionals of integrated health care logistics, and public authorities competent in VET, involved in the pilot test activities: <u>Average value of the individual evaluations expressed by VET providers directors, professionals of the sector, and public authorities competent in VET responsible people, involved in the pilot test activities</u></p>
<p><b>KPI 25</b> (WP 7 – physical indicator)</p>	<p>Project Quality Operative Plan - Detailed design of the project quality activities: <u>Actual elaboration of the Project Quality Operative Plan</u> Quality Report 1, 2, 3, 4, and 5: Periodical reports on quality plan implementation: <u>Actual elaboration of the reports</u></p>
<p><b>KPI 26</b> (WP 7 – financial indicator)</p>	<p>Compliance with the envisaged expenses of the project during WP7 / Budget by WP and by partner, <u>percentage difference between the expenses carried out and planned for WP 7</u></p>
<p><b>KPI 27</b> (WP 7 – technical scientific indicator)</p>	<p>Compliance with the activities carried out during WP 7 concerning the foreseen methods, techniques and contents / <u>Average level of the evaluations expressed by the management and research human resources involved for each Consortium partner</u></p>
<p><b>KPI 28</b> (WP 7 – casuistry indicator)</p>	<p>Satisfaction level concerning activities of WP 7/ <u>Average level of the of the individual evaluation expressed by the management and research human resources involved in the project for each Consortium partner</u></p>

Key Performance Indicators	Definition/Measurement
KPI 29 (WP 8 – physical indicator)	<p>Info-packs, that is 5 information packages on paper (document folder) and USB key, to be diffused to all the key actors involved in the project activities, starting from the enterprises, social partners, VET providers, workers and trainees in the sector of integrated health care logistics across Europe, regional and national public institutions having competence on the sector and on VET, and other interested organisations, attending to the national info-days on project results: <u>Actual realisation and dissemination of 5 Info-packs</u></p> <p>National Info-days and Focus group, that is 5 events for targeted information on project results and better specification and review of products requirements, one in each country, inviting all the key actors involved in the project activities, and also the media (at least 50 partaker in each country): <u>Actual realisation of 5 Info-days</u></p> <p>"ECVET for professionals in integrated health care logistics: How to exploit it ?" - Compendium publication for results exploitation : <u>Actual realisation of the Compendium</u></p> <p>Set of Policy Recommendations (table of suggestions) for project results transfer to sectoral and territorial decision-makers: <u>Actual realisation of the Policy Recommendations</u></p>
KPI 30 (WP 8 – financial indicator)	Compliance with the envisaged expenses of the project during WP8 / Budget by WP and by partner, <u>percentage difference between the expenses carried out and planned for WP 8</u>
KPI 31 (WP 8 – technical scientific indicator)	Compliance with the activities carried out during WP 8 concerning the foreseen methods, techniques and contents / <u>Average level of the evaluations expressed by the management and research human resources involved for each Consortium partner</u>
KPI 32 (WP 8 – casuistry indicator)	<p>Satisfaction level concerning activities of WP 8 / <u>Average level of the of the individual evaluation expressed by the management and research human resources involved in the project for each Consortium partner</u></p> <p>Satisfaction level of key actors and final users (enterprises, social partners, VET providers, workers and trainees in the sector of integrated health care logistics Europe, regional and national public institutions having competence on the sector and on VET) involved in the project activities: <u>Average value of the individual evaluations expressed by key actors and final users on the project information and dissemination activities, products and results.</u></p>

We highlight the fact that the results and impact indicators constitute the foundation for setting up the final project report, also on the basis of the continuous and final evaluation of results.

### The survey tools

Identification and definition of the supporting tools for the development and management of the Quality Plan which will allow the systematic analysis of the phenomena: it is foreseen the use of data collection schemes, for the systematic collection of information to obtain a clear representation of the facts, and reports for describing structured information having the object to collect articulated data divided by dimension and by analysis.

### The reporting system

Definition of a set of documents that collects in a systematic way the information having as object the survey and monitoring. The reporting system foresees a production of the different structured and articulated relations by project phase and by data target/user. More particularly, the In The Middle project foresees 5 periodical reports (Quality Reports), that the Consortium will produce, as synthetic overview on the progress of activities, aimed to ensure the quality of project activities and products during each phase and in the project as a whole:

- Quality Report 1: focused on the activities and results of the work package 2 (analysis and preparatory researches on the professional figures in integrated health care logistics in the participating Countries);
- Quality Report 2: focused on the activities and results of the work package 3 (definition of a coherent plan of activities for activating the ECVET process to the perimeter of professional figures in integrated health care logistics, through the collection, analysis and adaptation of experiences and best practices already realised on transparency and recognition of competences and qualifications, and on ECVET process activation);
- Quality Report 3: focused on the activities and results of the work package 4 (design of professional figures in integrated health care logistics, in terms of activities, tasks, knowledge, skills, competences, certification objectives, units of learning outcomes and related ECVET credits).
- Quality Report 4: focused on the activities and results of the work package 5 (definition and signature of the Memorandum of Understanding - MoU ECVET for the professional figures in integrated health care logistics).
- Quality Report 5: focused on the activities and results of the work package 6 (pilot test on the enforcement of the Memorandum of Understanding - MoU ECVET for the professional figures in integrated health care logistics).

### **3.2 Implementation of the quality procedure**

The implementation of the quality procedure foresees at all levels the management and development of the elements, activities and tools for the Quality Plan as defined by the plan itself and by the In The Middle project. In particular, the planning and realisation of the check and control activities are carried out by the management and scientific structure of the project, which proposes, evaluates, discusses and deliberates corrective measures, with the technical support of the specialised external subject.

### **3.3 Quality control**

The quality control is realised through the monitoring execution within the timing, the modalities and the finalities established in the planning phase.

As already mentioned, for the carrying out of this phase the following monitoring activities are foreseen:

1. *Physical quantitative monitoring*, finalised to the verification of the physical progress of the interventions realisations through the use of the realisation indicators and checking the performance through the use of results indicators;
2. *Financial quantitative monitoring*, finalised to the survey and control of the certified expenses of the partnership and of the single partners in respect to what was defined and foreseen for each project phase and for the whole project;
3. *Technical scientific qualitative monitoring*, finalised to the control of the whole process of project realisation, in particular in respect for the use of the methodologies and techniques shared by the partnership and for the compliance with the foreseen contents for each single activity;
4. *Casuality qualitative monitoring*, finalised to check the satisfaction level of the involved actors in the different phases of the project: enterprises, social partners,

VET providers, workers and trainees in the sector of integrated health care logistics across Europe, regional and national public institutions having competence on the sector and on VET issues.

The monitoring model proposed foresees the set up of the *survey schemes* which will be distributed, in most appropriate timing and modality, to all interested actors, in order to collect information concerning the data for the single phases of the project concerning the physical, financial, procedural and results realisations. In the logic of integrating different activities, with periodic monitoring which will be structured in such a way to favour contemporaneously the survey regarding the progress information and the exact mapping of all the management and financial procedure of the project foreseeing the setting up of a synthetic information output.

The foreseen survey monitoring schemes are articulated in 4 sections:

- Physical quantitative form;
- Financial quantitative form;
- Technical-scientific qualitative form;
- Casuistry qualitative form.

The elaboration, the drafting, the delivery of the monitoring and checking reports relative to the implementation phases and activities will give particular attention to distinguishing the physical, financial, technical-scientific and casuistry aspects, to guarantee they are realised in the time and modality foreseen involving all interested targets/users.

The Reporting activity includes the elaboration of the following documents:

- *Monitoring reports for each project phase*, drafted within the planned deadline for each phase and articulated in:
  - Physical quantitative monitoring;
  - Financial quantitative monitoring;
  - Technical-scientific qualitative monitoring;
  - Casuistry qualitative monitoring;
- *Intermediate report*, drafted within 30 days from the end of month 12 of the project beginning and it contains the intermediate complete view on the project realisations and results highlighted in the Monitoring report for each phase;
- *Final report*, to be completed within 60 days from the end of the activities and it contains the whole view on the project with all the activities realised and the results highlighted from the Monitoring report for each phase.

The phase regarding the quality control foresees the planning of different moment for checks and controls, which will be carried out timely by the management and scientific structure of the project Consortium.

### **3.4 Corrective actions**

The In The Middle quality management plan ensures to reach the foreseen objectives establishing that eventual anomalies found or possible risky events may be removed timely through the appropriate corrective measures: this will be competence of the management and scientific structure of the project, which proposes, evaluates, discusses and deliberates corrective measures, with the technical support of the specialised external subject.

#### 4. Involved actors

Here below the different activities are reported with the various involved actors within the In The Middle Quality Plan:

Activities	Involved actors
<p><b>Quality planning</b> Drafting of technical proposal</p> <p>Evaluation, discussion and deliberation of the technical proposal</p>	<p>CONFESAL with the support of specialised external expertise</p> <p>Management and scientific structure of the project</p>
<p><b>Implementation of the quality procedure</b> Technical management and organisation of the procedure</p> <p>Evaluation and validation of the procedure's results</p>	<p>Scientific structure of the project, with the support of specialised external expertise</p> <p>Management and scientific structure of the project, with the support of specialised external expertise</p>
<p><b>Quality control</b> Technical management organisation and control</p> <p>Evaluation and validation of the results and control</p>	<p>Scientific structure of the project, with the support of specialised external expertise</p> <p>Management and scientific structure of the project, with the support of specialised external expertise</p>
<p><b>Corrective actions</b> Proposal</p> <p>Evaluation, discussion and validation</p>	<p>Scientific structure of the project, with the support of specialised external expertise</p> <p>Management and scientific structure of the project, with the support of specialised external expertise</p>

#### 5. Quality Assurance

The management and scientific structure of the project will manage the In The Middle Quality Plan. The human resources that the Consortium partners have assigned to the project is headed by CONFESAL and assures the participation of specific external expertise. This structure represents the main body to guarantee the quality both for the working methodology within the project and for the output towards the final users and their commitment. The following main activities are under their responsibility:

- Quality project supervision;
- Update of the Quality Plan;
- Project's standards and procedures definition;
- Project realisation phases supervision;

- Non-conformity identification and definition and management of the needed corrective measures, checking their implementation and effectiveness.