



## **D4.3 Evaluation of pilot testing**

# **Q-Cert-VET**

## **Quality Certification for Vocational Education and Training (VET)**

<http://www.edu-certification.eu>

Dissemination Level: Public



## **AT A GLANCE:**

### **Project – Coordinator**

*Escola Superior de Tecnologia e Gestão de Felgueiras*

*Sandra Feliciano*

*felicianosandra@gmail.com*

### **Partners**

*Germany:*

- *University of Duisburg-Essen*
- *Helliwood*

*Portugal:*

- *Prisma*
- *IPQ*
- *iZone (to be confirmed)*

*Romania:*

- *CRFCAPL Sibiu*

*Luxembourg:*

- *CRP Henri Tudor*

### **Duration**

*24 months*

### **URL**

[www.edu-certification.eu](http://www.edu-certification.eu)

## **Executive Summary:**

### **What is the focus of Q-Cert-VET?**

Q-Cert-VET aims to transfer the learning and education quality standard QPL to Portugal and to develop and validate a VET certification scheme based on it.

### **What is the focus of this Deliverable?**

This evaluation report gathers information concerning the evaluation of pilot testing and of the standard in itself. The evaluation that has been organized gives information concerning the implementation process, the results of the implementation, and the proposition to enhance the quality of NP4512 in a next edition of it.

### **What are the benefits of this Deliverable?**

The national reports of the implementation of NP4512 (D4.2) have given an overview on how to implement the standard in different kind of organizations and in different countries. The present deliverable concerns the evaluation of the pilot tests.

This evaluation report provides information on the results of the implementation that was organized in the context of the Q-Cert-VET project.

### **How to use this Deliverable?**

This document helps to understand the effect on the standard's implementation.

### **What is the relationship to other deliverables and work packages?**

This document is based on the national report of the NP4512 implementation in four pilot test organizations.

### **Conclusions and recommendations**

This document helps to understand how to implement the standard in a training organization, and the benefits of a quality management system implementation in a vocational and training organization.

## Document Information:

|                       |  |
|-----------------------|--|
| <b>Project name</b>   | Quality & Certification in Vocational Education & Training in Europe   |
| <b>Acronym</b>        | Q-Cert-VET   |
| <b>Project number</b> | 2010-1-PT1-LEO05-05188   |
| <b>Project URL</b>    | <a href="http://www.edu-certification.eu">www.edu-certification.eu</a> |

|                                 |   |
|---------------------------------|---|
| <b>Document title</b>           | "Q-Cert-VET_D4.3_Evaluation of pilot testing"                 |
| <b>Deliverable</b>              | D4.3  |
| <b>Deliverable coordinator</b>  | Public Research Centre Henri Tudor (CRPHT), Luxembourg        |
| <b>Work Package</b>             | WP4 "Quality management, pilot testing, and validation of QCL |
| <b>Work Package coordinator</b> | Public Research Centre Henri Tudor (CRPHT), Luxembourg        |

|   |                                 |            |
|---|---------------------------------|------------|
| <b>Security (dissemination level)</b>   | Public                          |            |
| <b>Date of delivery</b>                 | <b>Contractual</b>              | 31.12.2012 |
|   | <b>Actual</b>                   | 31.12.2012 |
| <b>Document type</b>                    | Project quality management plan |            |
| <b>Version number and status</b>        | 1.0                             |            |
| <b>Number of pages</b>                  | 24                              |            |
| <b>WPs contributing to the document</b> | 4                               |            |

|  |   |
|--|---|
| <b>Abstract<br/>(for external dissemination)</b> | <p>The national reports of the implementation of NP4512 (D4.2) have given an overview on how to implement the standard in different kind of organizations and in different countries. The present deliverable concerns the evaluation of the pilot tests. It provides information on the results of the implementation that was organized in the context of the Q-Cert-VET project.</p> <p>This evaluation report gives information concerning the implementation process, the results of the implementation, and the proposition to enhance the quality of NP4512 in a next edition of it.</p> |
|--|---|

| <b>Authors of this Document</b> |                         |                |
|---------------------------------|-------------------------|----------------|
| <b>Name</b>                     | <b>Organisation</b>     | <b>Country</b> |
| Stéphane Jacquemart             | CRP Henri Tudor (CRPHT) | Luxembourg     |
|                                 |                         |                |
|                                 |                         |                |

| <b>Reviewers of this Document (internal and external)</b> |                     |                |
|---|---------------------|----------------|
| <b>Name</b>   | <b>Organisation</b> | <b>Country</b> |
|   |                     |                |
|   |                     |                |
|   |                     |                |

| <b>Contributors in background work and discussions (internal and external)</b> |                     |                |
|--|---------------------|----------------|
| <b>Name</b>  | <b>Organisation</b> | <b>Country</b> |
| Graça Pinto  | PRISMA              | Portugal       |
| Irina Ana Lechintan  | CRFCAPL             | Romania        |
| Antonio Bettencourt  | iZone               | Portugal       |
| Jutta Schneider  | Helliwood           | Germany        |
| Regine Hilt  |                     |                |

## List of Acronyms and Abbreviations:

| Acronym | Full name                                      |
|---------|--|
| EQARF   | European Quality Assurance Reference Framework |
| QCL     | Quality Certification for Learning             |
| QPL     | Quality Platform Learning                      |
| SME     | Small and Medium Enterprise                    |
| QMS     | quality management system                      |
| VET     | Vocational Education and Training              |
|         |  |

## Table of Contents

|            |  |           |
|------------|--|-----------|
| <b>1</b>   | <b>Introduction .....</b>  | <b>7</b>  |
| <b>2</b>   | <b>Evaluation of pilot testings .....</b>  | <b>7</b>  |
| <b>2.1</b> | <b>Collection of feed-backs.....</b>   | <b>7</b>  |
| 2.1.1      | Prisma .....   | 8         |
| 2.1.2      | iZone Knowledge Systems (iZone) .....  | 11        |
| 2.1.3      | CRFCAPL .....  | 11        |
| 2.1.4      | Helliwood media and education (Helliwood) .....  | 13        |
| <b>2.2</b> | <b>Feedbacks collected during the final consortium meeting – sub-group activity.....</b> | <b>14</b> |
| <b>2.3</b> | <b>Evaluation based on post-pilot testing questionnaire .....</b>                        | <b>15</b> |
| <b>3</b>   | <b>Conclusions.....</b>  | <b>23</b> |

## 1 Introduction

In the second year of the Q-Cert-VET project, the main focus is the intensive and comprehensive pilot testing in three countries: Portugal, Romania and Germany and in four organizations:

1. PRISMA – Portugal – coordinator for the Portuguese pilot testing partners
2. iZone Knowledge Systems – Portugal
3. HELLIWOOD media & education im fjs e.V. - Germany
4. Centrul Regional de Formare Continuă pentru Administrația Publică Locală (CRFCAPL) Sibiu – Romania

This test has ensured a period of evaluation and optimization of the Portuguese standard NP4512:2012 as well as possible implementations and applications throughout Europe.

To ensure the success of the implementation of NP4512 in the 4 pilot test organizations, a methodology has been defined that has proposed different steps that the 4 organizations have followed. A report of the 4 implementations of the standard developed in the context of the Q-Cert-VET project is proposed in deliverable D4.2.

The present document is based on the evaluation of these reports and on a continuous evaluation that was conducted along the implementation phase and during the two last consortium meeting that took place in July and in December 2012, at the beginning and at the end of the implementation phase.

The main goal of the pilot test is to test and to validate the implementation of the Portuguese standard, in order to detect failures and to propose improvements to enhance the quality of the implementation guide and of the standard in itself. The evaluation that has been organized gives information concerning the implementation process, the results of the implementation, and the proposition to enhance the quality of NP4512 in a next edition of it.

## 2 Evaluation of pilot testings

The evaluation of the pilot testing is based on pilot testing partners' feedbacks that were collected by CRP Henri Tudor since the beginning of the implementation phase, (this phase starts with the pre-test questionnaire that was sent to pilot testing partners in February 2012) until the final meeting consortium that took place 10 and 11 December 2012.

An evaluation has also been done via a questionnaire that was sent at the end of the final project meeting to pilot testing partners.

A third evaluation to collect feedbacks was organized during the final consortium meeting.

The results of these three evaluations are proposed here below.

### 2.1 Collection of feed-backs

To supervise the pilot tests, CRP Henri Tudor and PRISMA, have followed the testing partners to monitor the pace of implementation and any difficulties felt by them. The pilot tests have started 12<sup>th</sup> of April in Portugal in both organizations: Prisma and iZone. The Portuguese partner from Prisma acts as coordinator for the implementation of the standard in both Portuguese pilots.

Pilot testing have started in May 2012 for Helliwood and in June 2012 for CRFCAPL. These partners have received documentation concerning ISO 9000 and ISO 9001. The objective was to familiarized them with ISO 9001 and its specific vocabulary (contained in ISO 9000). The translation of NP 4512 in German

and in Romanian was available beginning of September 2012. The implementation phase of the Q-Cert-VET standard has begun at this date.

Each partner has filled in a document based on the implementation guide elements (see D4.2). For each point of the implementation guide, partners have given the status of the work: to do, in progress, completed. This information was collected and gathered in D4.2 "National Pilot Implementations and Pilot Testing".

The first organized presentation of the ongoing NP4512:2012 implementation has been done during the 4<sup>th</sup> consortium meeting in Luxembourg, 19-20 July 2012. The last presentations of the implementation phase have taken place during the final consortium meeting in Caparica (Portugal), 10-11 December 2012. Feedbacks were collected during those two meetings. Feedbacks were also collected by e-mail, or via telephone conversations with the four testing organizations during the pilot testing phase.

These feedbacks are listed by partners here bellow. They constitute lessons learned by the pilot partners. For each partner, feedbacks are organized following different categories regarding the partner's specific context, and its previous experience with quality management system implementation.

### **2.1.1 Prisma**

The Q-Cert-VET project received full sponsorship of PRISMA's management and across the organisation.

Prisma has not only implement the NP4512 standard during the project, it has also participated in the CTA 25's activities that has edited the NP4512 standard.

The implementation has started 12 April 2012.

#### Generic lessons identified before to start the implementation of the standard

- *"When you implement the standard, try to improve your own processes with it."*
- *"Collection of information to identify and draw processes has to be made with working groups."*
- *"People in the organization have to have experience with quality management and with VET."*
- *"Need to have the commitment of the group..."*
- *"Need to define each group member's tasks: from the top management to the people who work on the implementation of the standard. These people are the key actors."*
- *"Need to explain to all employees the spirit of the standard. It is very important to share the same meaning of terms between the team that will implement the standard and between the employees."*

#### Lessons identified during the implementation process

- Need that each actor of the standard implementation understand the following terms: mission, objectives, values, vision, culture, procedures, customers... A same understanding has to be shared. ISO 9000 has to be explained and read.
- Within Prisma, the processes identification has been done with the help of 2 pedagogical coordinators. They have explained the processes they follow, the documents they use. Processes have not to be defined by only the quality manager but also by the actors of the processes, those who follow the processes in their day-to-day activities.
- Processes identification: a process is a set of activities with inputs and outputs. The risk is to begin to define new processes that do not exist but that should be nice to have.

*Tips proposed:*

- *To write a process: take a table; draw 3 columns: inputs-activities-outputs; list first all the activities that your organization performed; then list all you need to do these activities (the inputs), then list all the results and intermediary results that will be linked then to the different activities –*
  - *TIP: identify first big processes and then sub-processes*
    - *Use one table with 3 main processes- see example in Table 1*
    - *Use one table per main processes to define sub-processes – see example in Table 2*
- *Information: A procedure is the way to carry out an activity or a process*

| Inputs                                  | Processes description & objectives   | Outputs                      |
|---|--|------------------------------|
| Input x.1<br>I x.2<br>I x.x             | Process x <ul style="list-style-type: none"> <li>• Sub-process 1x</li> <li>• Sub-process 2x</li> </ul>                           | Output x.1<br>O x.2          |
| I y.1<br>I y.2 = O x.1<br>I y.x         | Process y <ul style="list-style-type: none"> <li>• Sub-process 1y</li> <li>• Sub-process 2y</li> <li>• Sub-process 3y</li> </ul> | O y.1<br>O y.2<br>Output y.x |
| I z.1 = O y.1<br>I z.2 = O y.2<br>I z.x | Process z <ul style="list-style-type: none"> <li>• Sub-process 1z</li> <li>• Sub-process 2z</li> <li>• Sub-process 3z</li> </ul> | O z.1<br>O z.2<br>Output z.x |

Table 1. Process identification

| Inputs             | Processes description & objectives | Outputs    |
|--------------------|------------------------------------|------------|
|                    | Process x                          |            |
| Input x.1<br>I x.2 | Sub-process 1x                     | Output x.1 |
| I x.x              | Sub-process 2x                     | O x.2      |

Table 2. Sub-processes identification

- Document the processes to assure their effective action and their control
- Define procedure for security, backups and data protection
- To write the vocational training management system (the quality manual)
  - TIP: there is a checklist included in the standard that gives details concerning the different elements to find in the manual. This check-list is in the annexes of the NP4512:2012 standard.
  - TIP for Q-Cert-VET testing partners: the structure of Prisma's quality manual (in its 4 may 2012 version) has been proposed to all partners. The manual was sent in a Portuguese version.
    - Structure: example given by Prisma
      - Introduction
      - Presentation of the organization (historic of the organization, professional training policy)
      - Professional training management system (scope, exclusion, processes identification, subcontract process, interactions between processes, generic description of processes, etc.)
    - *“The manual can be a summary of the processes, the inputs, outputs of these, the relation between processes.”*
- Control of documents and control of records
  - TIP for Q-Cert-VET testing partners: To build control of documents and control of records, documents used by Prisma can be used as examples

Suggestions for improvement: based on feedbacks collected during the final consortium meeting in December 2012

PRISMA is a training organization with large experience in the Portuguese market of vocational training, previously ISO and DGERT certified. As the standard NP4512:2012 is aligned with ISO 9000 and ISO 9001, many documents Prisma had to produce to implement it were similar. This allowed a quicker implementation process.

Even if the pilot test was organized to test and validate the implementation guide and the standard in itself, it has also give the opportunity to Prisma to prepare the organization for the certification that took place in December 2012, before the final consortium meeting.

PRISMA's expectations were not fully reached with the existing standard in terms of methods of assessing customer satisfaction / ensuring customer return on investment (ROI).

The standard NP4512 did not carry on any structural change or innovation. The team is acquainted with processes and procedures. However, as organisations face reduced and quicker time-to-market realities and need to be agile and flexible and as the standard revealed a level of detail that is deeper than the previous certifications, the question is asked if it makes sense for a standard for vocational training to be so precise!

The main Prisma's suggestions for the improvement of NP4512 are:

- Add more terms and definition: value of learning, information assets ...

- Clearly reinforce in the auditors the previous experience in training related activities;
- Add more elements concerning the methods of assessing customer's satisfaction and ensuring ROI for customers;
- *For future editions of the Standard, take off where the other (DGERT, ISO) stop, instead of just creating a puzzle with pieces of existing information, even if that has the potential (and huge) benefit of becoming an ISO specifically for VET.*

### **2.1.2 iZone Knowledge Systems (iZone)**

iZone was before the implementation phase already ISO certified. Their presentation made during the July 2012 consortium meeting concerns the certification, the content of the standard and the benefits to have a quality management system.

iZone has an integrated quality system implementation project. Their manual refers to different standards used through the organization. Quality manual, control of document and control of records already exist. To implement NP4512:2012, they had to improve and rewrite their existing processes by adding a "VET layer" to meet the standard's requirements.

#### Generic lessons identified before to start the implementation of the standard:

- It is important that the organization identifies the benefits of the standard's implementation.
- The standard has to have a full alignment with the company strategic goals.
- Explicit demonstration of top management commitment has to be obtained.
- A rigorous project management system has to be defined before implementing a QMS.
- A provision of necessary resources for the project need to be done

#### Lessons identified during the implementation process

iZone has another strategy than the one of Prisma regarding the processes identification and elaboration. Prisma has defined meta processes and then has divided them into sub-processes. While iZone has from the beginning decided to identify and to work with all the processes they have.

#### **TIP:**

- To develop processes and documents, a company has to know the complexity of its activities.
- The much competence the employees have, the more necessary are the need for processes.

### **2.1.3 CRFCAPL**

CRFCAPL has merge, during the Q-Cert-VET project, with the regional Center of Cluj. In order not to add complexity during the implementation phase, the decision was taken to implement NP4512:2012 only for the Sibiu location. CRFCAPL starts from scratch as it has no experience with implementation of quality management system.

#### Information specific to the pilot testing collected during the July 2012 consortium meeting

- *The key actors' selection refers mainly to the situation of CRFCAPL. Both fulltime employees and project team members are qualified to be key actors. The task distribution is relatively up to*

*CRFCAPL and members of both categories can be key actors as long as they can fulfill the tasks necessary for the implementation.*

- *The pilot testing organisator should be familiar to both the requirements of the NP 4512:2012 Standard, as well as the working system (and mission, vision, objectives, goals etc) of the pilot testing institution. The coordinator should also be able to work in an organised way, to have an excellent relation to the institution's employees, to be appreciated, followed by them and to be able to motivate others.*
- *Productivity should increase if every employee sees her/his role in the organization and its results.*
- *The changes required by the standard should not be imposed on the employees. It is recommended that the requirements are read by the employees and they decide themselves how they will apply and materialize them.*

### Generic lessons identified before to start the implementation of the standard

These lessons were identified as a list of tips to be able to start the implementation phase of NP4512.

- An organization may decide to certify only a part of its activities, only a process, only a branch, only a specific location, only a product, etc. This situation has to be explained in the quality manual, when defining the scope of the implementation. In this context, the certificate, issued by the certification body, will be clearly mentioned the situation.
- Select a quality manager who is well integrated and well appreciated within the organization
- A key actor, in the project's context, refers to every person who may fulfil an active role in the implementation of the standard in the different pilot institutions.
- All institution's employees should be involved in defining the mission, vision, etc.
- Identify, from the beginning which requirements of the standards apply to which process.
- Processes should be defined for: Management, Resources, Product realization, Measurement, analysis, improvement
- When defining processes: start from general and go to specific to enter into details
- First steps to follow to implement the standard
  - Collect information regarding the organization
  - Collect information on the working groups
  - Talk to the key actors, motivate them, get their approval
  - Explain the structure of NP4512, and ISO 9000 and 9001
  - Define and determine: mission, vision, values, customers etc.
  - Analyze your own processes (ex. providing training courses = what do you do before, during and after the course)?
  - Analyze how the processes interact (ex. operational and supporting processes)
- Control of documents and records
  - A certain procedure has to be established on protection, archive, backup
  - Documents should be managed in a simple way, by title for instance, too complex codes could be avoided
  - Documents should constantly be revised and improved

- Human resources
  - Should be constantly evaluated. For example, trainers should be evaluated before, during and after a course
- Customer satisfaction
  - Trainees' feedback may be written or verbal
  - Even after the course is over the trainees' evolution should be studied in order to determine the impact the transmitted knowledge had on their lives (ex. promotion, new job etc)
  - Customers have various requirements, some they are aware of, some they are not. Some requirements are considered to be obvious so they are not stated (a well-lit room, good temperature etc.). All need to be fulfilled.

CRFCAPL decided that NP4512:12 had to be read entirely read by each team member. Afterwards, each member had to be responsible for analyzing and presenting a chapter/set of requirements to the team and to the fulltime employees (during several workshops), as well as implementing his/her requirements. This was not recommend during the July 2012 meeting.

- People participating to the implementation phase have to become familiar with all requirements. Requirements of the standard interact with each other. When the implementation is distributed between people, the risk is that they become too specialized with a set of requirements. As requirements interact, people will have to read and become familiar with the other requirements contained in NP4512:2012.

Suggestions for improvement: based on feedbacks collected during the final consortium meeting in December 2012

Terms: A list of terms were discussed and explained during the July 2012 meeting in Luxembourg and during the implementation phase.

- Standard improvement: Some terms are not enough explicit and could be detailed in a next edition of the standard.
- Implementation phase: Terms could be explained during a training to prepare an organization to go for a NP4512 certification.

#### **2.1.4 Helliwood media and education (Helliwood)**

Helliwood already had a management system that is aligned to the framework of QPL. The objective of implementing the Q-Cert-VET standard was to improve the existing system and refresh some structures.

Helliwood started to work on the implementation since May 2012. They based their work on the quality manual that was created when implementing the German QPL.

#### Implementation process

Tips

- Identification of different working groups according to their working areas: decision to identify persons in charge for each working areas: "heads of quality"

- Definition of a detailed plan (timeline and deliverables) for the final implementation of the standard
- Definition of organization stakeholders done via an organogram displayed in the manual (the vocational training management manual)
- Definition of the quality policy expressed within the employee workshop. It was continually supported through the involvement of the employees during the implementing phase.
- Definition of processes:
  - *Creation of a process landscape of all areas: The heads of quality within every working area design questionnaires concerning key processes and distributed them among the other employees.*
  - *With the help of the documented current key processes on the questionnaires and additional interviews with selected employees there was created a process landscape of all areas of Helliwood.*
  - Analysis and comparison of the key processes with the existing processes that are defined in the quality process that is stated in the quality management handbook of Helliwood (based on the quality certification QSEL)
  - Processes were defined as innovation processes, to be aligned with NP4512
  - The defined processes were accessible on SharePoint. It allowed all project members to access these.

## 2.2 Feedbacks collected during the final consortium meeting – sub-group activity

During the final consortium meeting questions were asked to the groups of attendees. Attendees were not only the project partners but also representatives of Portuguese organizations that were implementing NP4512. The answers leading to possible improvement are listed in table 3 here below.

| Questions   | Possible improvement propositions   |
|---|---|
| Are the structure / content of NP 4512 is easy to understand? | <ul style="list-style-type: none"> <li>• Definitions of the standard were complicated to understand modality of training and forms (Portuguese law is different)</li> <li>• Not easy to understand because NP4512 is consisting of parts from several standards and is very broad</li> <li>• It is easy to understand, but in Portugal, you have to make links with DGERT to understand the boundaries.</li> </ul>  |
| Do you have suggestions to improve the standard?              | <ul style="list-style-type: none"> <li>• Correspondence between training cycle and chapter 7 may be improved. On Figure 1 of the standard, Training Life Cycle is included on Chapter 7 box, but relations with Chapter 7 clauses is not clear enough</li> <li>• To mention requirements that are mandatory or not                             <ul style="list-style-type: none"> <li>○ Terms needs to be revised: could / should: what is</li> </ul> </li> </ul> |

|  |   |
|--|---|
|  | <p>mandatory or not?</p> <ul style="list-style-type: none"> <li>• Definition need to be revised</li> <li>• To clarify: Is an improvement a new product or an adaption (innovation definition?) ?</li> <li>• Definition of vocational training (language problem)</li> </ul>                                       |
| Can requirements be implemented easily?              | <ul style="list-style-type: none"> <li>• Yes, but it is sometimes a question of experience with QMS or handling with standards. This was not the case with the Romanian project partner.</li> </ul>   |
| What are the major difficulties implementing NP4512? | <ul style="list-style-type: none"> <li>• Definition of terms need to be revised</li> <li>• Lack of information about ECVET</li> <li>• An annex with the implementation steps could be added, with a planning and a realistic timetable for different kind of training organization (of different size)</li> </ul> |

Table 3. Final consortium meeting sub-group activity

The conclusion of this activities shows that NP4512:2012 can be improved. The proposed improvements concerns:

- The definitions of the terms in the whole standard
- The fluidity of the standard that looks for some a compilation of requirements from Iso 9001 and from DGERT.
- The correspondence between training cycle of Figure 1 and chapter 7. Relations with Chapter 7 clauses is not clear enough.
- To mandatory requirements and those that are not mandatory.
- To improve the links with the European recommandation concerning the European credit system for VET (ECVET)
- An implementation guide that could be added in the annexes of the standard

### **2.3 Evaluation based on post-pilot testing questionnaire**

In February 2012, a pre-test questionnaire was sent to the 4 pilot partners. A list of affirmations were identified before the implementation of NP4512 in their organization. In December 2012, a questionnaire was sent to these 4 partners. The objective of this questionnaire was to compare what was expressed before the implementation and the results of the implementation. The answers received by 3 of the 4 partners are listed bellow.

| List of risks identified  |  |
|---|--|
| <p>A quality management system that is ... not wide enough to cover the whole spectrum of the company</p> | <p>Is NP4512 wide enough? YES – main answer</p> <p>Helliwood - Yes, it covers a large spectrum of the company.</p> <p>Prisma – Yes, the standard is very wide in their scope. It covers the entire management system of training in a company that is dedicated to vocational training including TEL.</p> <p>At PRISMA we define the scope of the standard as: Vocational training management system implemented in PRISM - Training Institute, Great Apprentice, applies to "provide consulting services and training, relating to training courses, aimed at the acquisition of knowledge in the areas (481) Computer Science (090) and personal Development (345) Management and administration and also to e-learning component in the design of training resources "</p> <p>CRFCAPL - The scope of NP4512 is wide enough and covers the whole spectrum of CRFCAPL as a training institution. It focuses successfully on the main activity, planning and organizing training activities, but also addresses the other three main processes identified in our organization (management activities, resource management, measurement, analysis, improvement) providing helpful guidance on these sections too.</p> |
| <p>... not concrete</p>   | <p>Is NP4512 concrete? YES – main answer</p> <p>Helliwood - Direct opposite – in some articles it is very specific</p> <p>Prisma - very concrete, it is very specific and targeted for vocational training, including TEL.</p> <p>And in general the words / terms that could create some doubts, being from quality area, are explained in the standard itself.</p> <p>CRFCAPL - NP4512 is concrete and offers the terminology and explanations necessary for a institution with no previously implemented quality management system to comprehend. The requirements or statements which may give rise to doubts are adequately explained/ elaborated in the notes.</p>   |
| <p>... not focused on the reality of markets</p>  | <p>Is NP4512 focused on the reality of your market?</p> <p>The answer varies regarding the country of the pilot partner. The standard focuses on the market's reality in Portugal but not in Germany as it was made by Portuguese actors based on a Portuguese framework DGERT.</p> <p>Helliwood - No, it seems to fit on the reality of your market</p> <p>Prisma - yes the standard is focused on the reality of the Portuguese market.</p> <p>It is a demanding standard, but it is structured based on ISO 9001 and is aligned with the DGERT, a legal requirement,</p>  |

|                               |  |
|-------------------------------|--|
|                               | <p>which has quasi-mandatory for Portuguese training entities, the work on its implementation is facilitated.</p> <p>CRFCAPL - Yes, NP4512 is focused on the reality of our market offering a structure which highlights the need of aiming at identifying and fulfilling customer's needs and thus raising customer satisfaction, which in turn brings benefit to the organization.</p> |
| ... not targeted to customers | <p>Is NP4512 targeting your customers? Mainly YES</p> <p>Helliwood - It can be adapted and like this targeted to customers</p> <p>Prisma - Yes the standard has its focus in the customers' needs</p> <p>CRFCAPL - Yes, as stated above the ultimate beneficiaries of implementing NP4512 will be the customers.</p>   |

| <b>List of risks identified</b>  |  |
|--|--|
| <p>An implementation that does not keep in mind</p> <p>... the business environment, namely the political and economic situation</p> | <p>How have you keep in mind your business environment while implementing NP4512? Mainly with customers and partners</p> <p>Helliwood - As an independent business of an NPO Helliwood realizes its projects with different partners in the fields of learning and media literacy and media competence also in community development.</p> <p>Prisma - We tried to keep us focused on our business, and ensure quality to our customers on the service we provide.</p> <p>CRFCAPL - We took as a starting point the fact that implementing a quality management standard based on vocational training will bring improvements to our organization</p> <p>NP4512 does not interfere in a negative way with the political and economic situation in Romania. On the contrary, the requirements harmonize and can be combined successfully with the Romanian legal requirements.</p> |
| <p>... involvement and commitment of people, including staff, managers and board members</p>   | <p>How have you involved your people? By organizing staff workshops , or by giving responsibilities to people</p> <p>Helliwood - initialization of staff workshops, election of responsible of quality in Helliwood's field of activity, regular meetings with the responsible.</p> <p>Prisma - The difficulty to engaging the PRISMA team was mainly due to the short time we had to implement the pilot test, when everyone was overloaded of work. But all the team worked with motivation.</p>   |



|  |  |
|--|--|
|  | <p>All the project has full sponsorship of management and across the organisation, who's expectations were not fully reached with the existing standard, in terms of methods of assessing customer satisfaction / ensuring customer ROI.</p> <p>CRFCAPL - A part of the CRFCAPL employees as well as the top management have been part of the project team and became thus devoted to the implementation of NP4512 in the institution. They understood and disseminated the importance and benefits of a quality management system among the other employees.</p>  |
| <p>... the extra work required for implementing the quality system added to daily operations</p> | <p>How have you managed the extra work following NP4512 implementation? External person, extra work, via guidance and support offered by more experienced project partners</p> <p>Helliwood - One internal and one external authorised person, support of top management from beginning</p> <p>Prisma – working more hours!</p> <p>CRFCAPL - During the implementation of the NP4512 standard the extra work was not as big of a challenge as was the lack of experienced knowledge of quality management systems. The worthy effort was however considerably diminished by the guidance and support offered by the more experienced project partners.</p> |

**Initial objectives and results**

This table contains in the second column the reasons to implement NP4512 that were given before the implementation phase. The fourth column contains your objective to implement the standard.

In the 3<sup>rd</sup> column, it was asked to pilot partners to explain if their reason was correct or not?

In the 5<sup>th</sup> column, it was asked to pilot partners to explain if their objective to implement the standard was reached or not?

|           | Reason to test and implement the project standard<br>(Feb 2012)   | Results   | Achievement objective<br>(Feb 2012)  | Results  |
|-----------|---|---|--|--|
| Helliwood | <p>Interested in developing and maintaining high quality standards for the products, services and management structures within the company</p> <p>Already have a lot of</p> | <p>Correct: continuously increasing sensitising for quality by all staff/work processes</p> <p>Correct: the standard helps a lot to</p> | <p>To have a sustainable discussion about quality in VET across Europe and to establish a European standard and a European quality</p> | <p>The intensive work with the standard activated a lot of positive impulses and it will enlarge the quality culture.</p> <p>It will help to reach a greater visibility in</p> |



|                           |  |   |  |  |
|---------------------------|--|---|--|--|
|                           | <p>documents and processes, the standard implementation will clarify existing processes. It will benefits for new employees.</p> <p>Q-Cert-VET standard has high potential through the institutions that are involved in the process</p> | <p>structure documents and to obtain a overview of processes.</p> <p>Correct: the close structure causes some important reflex ions</p>   | <p>certification for VET</p>   | <p>connection with quality in public relations and in the market.</p>  |
| CRFCAPL                   | <p>it represents a novelty and at the same time a challenge for the Romanian educational system which is in full reorganization and reformation process</p>  | <p>Yes, the initial reason is still valid. In Romania most training companies are ISO 9001 certified, which of course offers relevant guidelines for an optimal quality management system.</p> <p>However, with the new NP4512 standard which is focused on this sector, the Romanian vocational - educational system would receive a useful tool of improvement.</p> <p>As far as CRFCAPL is concerned, the institution does not possess an implemented quality management system, thus the implementation brought and will bring CRFCAPL a lot of benefits.</p> | <p>an improvement of the quality standard of the Romanian educational system with the focus on the vocational and educational component</p> <p>aim at collaborating with all local and national organizations with guidance and control responsibilities in this sector, as well as engaging a large number of decision makers from this field</p> <p>The expected result would be alignment of the Romanian educational system with the society's needs</p> | <p>The standard, as stated, brought and will bring CRFCAPL a lot of benefits.</p> <p>If NP4512 would be disseminated, certified and implemented in Romanian training institutions, our initial objective of our organisation (“ alignment of the Romanian educational system with the society’s needs”) would certainly be achieved.</p> |
| Prisma (Great Apprentice) | <p>because there was no certification geared specifically for professional training services</p> <p>increase productivity and profits</p>  | <p>Yes there is now in Portugal, a standard for vocational training including TEL.</p> <p>Next year we will analyze whether the standard has brought us real benefits, in terms of productivity.</p>  | <p>The organization can become more fluid, light and flexible.</p> <p>Gain greater visibility in the market and increased productivity due to optimization of processes</p> <p>Invest in a system that protects the</p>  | <p>yes</p>   |

|  |  |  |                         |  |
|--|--|--|-------------------------|--|
|  |  |  | interests of customers. |  |
|--|--|--|-------------------------|--|

**The initial main identified interests and indirect benefits of implementing NP4512**

| Main interests                                 | Achieved or not?   |
|--|--|
| Improve quality of products and services       | <p>Helliwood - Probably, (it's not finally checked out)</p> <p>Prisma - This standard aim is to systematize the activities of a company, to ensure and demonstrate their ability to provide services that meet the needs of our customers.</p> <p>With the implementation of a Vocational Training Management system, PRISMA aims to create organizational conditions, management of its human resources, processes and working methods that lead to customer satisfaction and loyalty.</p> <p>PRISMA always expects active participation of its employees in continuous improvement of the quality of services provided.</p> <p>CRFCAPL - Given the short time period assigned to implementing the NP4512 standard, there was no time to measure the long term effects the requirements would have on the organization. However, there are no doubts they will be positive.</p> |
| Improve quality of management                  | <p>Helliwood – Yes</p> <p>Prisma - The standard did not carry on any structural change or innovation</p> <p>CRFCAPL - Yes, the improvement of the management's quality is already noticeable. The provided guidelines have brought along an increase in value</p>  |
| Improve relations with suppliers and customers | <p>Helliwood - Probably, (it's not finally checked out)</p> <p>Prisma - yes I think that transmits more confidence to the clients and suppliers</p> <p>CRFCAPL - Given the short period remaining to implement the NP4512 standard, there was not enough time to measure the long term effects the requirements would have on the organization.</p>  |
| Improve customers' satisfaction                | <p>Helliwood - Probably, (it's not finally checked out)</p> <p>Prisma - it allows to verify with more frequency if the customers are satisfied with the services given and to act in conformity case verifies some dissatisfaction</p> <p>CRFCAPL - Given the short period remaining to implement the NP4512 standard, there was not enough time to measure the</p>  |

|                                  |   |
|----------------------------------|---|
|                                  | long term effects the requirements would have on the organization.  |
| Improve relations with suppliers | <p>Helliwood - Probably, (it's not finally checked out)</p> <p>Prisma - the analysis of our satisfaction relatively to the services given by our suppliers also allows us to acts more quickly if it checks some dissatisfaction relatively to the service.</p> <p>CRFCAPL - Given the short period remaining to implement the NP4512 standard, there was not enough time to measure the long term effects the requirements would have on the organization.</p> |
| Improve corporate image          | <p>Helliwood – Yes</p> <p>Prisma – yes</p> <p>CRFCAPL - Yes, collaborating at the Q-Cert-VET project improved the image of CRFCAPL and after going through the auditing process the image will keep improving.</p>  |
| Improve profits and productivity | <p>Helliwood - Probably, (it's not finally checked out)</p> <p>Prisma - The Norm revealed a level of detail that is deeper than the previous certifications (does it make sense for a norm for vocational training and TEL?)</p> <p>CRFCAPL - Given the short period remaining to implement the NP4512 standard, there was not enough time to measure the long term effects the requirements would have on the organization.</p>                                |

Main interests cannot yet been evaluated as implementation is not yet finished for two pilot partners. And as one partner has been certified end of December, the effect of the certification cannot yet been evaluated.

| <b>Indirect benefits</b>  | <b>Achieved or not?</b>  |
|---|--|
| Review organization's goals                                     | <p>Helliwood – Yes</p> <p>Prisma - Review and adapted to the standard</p> <p>CRFCAPL - Yes, by processing the quality requirements provided by the standard the organization's goals have been reviewed and optimized.</p> |
| Identify valuable and also unnecessary or inefficient processes | <p>Helliwood – Yes</p> <p>Prisma - Processes and procedures existing in the PRISMA</p>   |

|   |   |
|---|---|
|   | <p>were adjusted and adapted to the Norm from the beginning of the Q-Cert-VET project.</p> <p>The merit of this standard is to be appropriate to Vocational training.</p> <p>CRFCAPL - Yes, by following the requirements we designed a useful and neat structure of the existing processes and their way of interacting. By ordering them hierarchically we also identified and arranged them according to their value. We identified processes with greater and less greater importance, but none which were unnecessary.</p> |
| Clarify employees' roles and responsibilities | <p>Helliwood – Yes</p> <p>Prisma – yes</p> <p>CRFCAPL – no, employees' roles and responsibilities were already clearly defined and assigned, in this case a further change was not regarded as being necessary.</p>   |
| Improve internal and external communication   | <p>Helliwood – Probably</p> <p>Prisma - The standard allows us to think in the best form to interact and communicate with collaborators and customers.</p> <p>CRFCAPL - Communication is an aspect which our organization cannot fully analyze or determine in the short term. During the project we did extend our network of external partners and successfully communicated within the organisation, but this aspect will be measured in time in order to determine whether there is an improvement.</p>                     |

Two indirect benefits are achieved. These concern the review of organizational goals and the review of processes. These were two main steps of the implementation phase. Concerning employees' roles and responsibilities, the implementation of NP4512 has helped to clarify this topic for 2 pilot partners. Concerning communication, we are too close to the implementation process to evaluate its effect on it.

**What are the main difficulties you have had while implementing NP4512 in your organization?**

The 2 main difficulties were the identification and description of processes, and the short time period to implement the standard.

Helliwood:

Identifying and describing processes as well as clarifying employees' roles and responsibilities while comparing the NP 4512 to the existing implemented standard and considering the change process caused by the enlargement of the organisation.

Prisma

In our case, the greatest difficulty detected in the implementation of the Standard is related to the time we have for the implementation. The standard was concluded in July and we had only 4 months to implement the pilot test and to realize concession auditing.

The standard is structured in accordance to the ISO 9001 what facilitated some work, but she has many specificities in which he relates to the product on the other hand: Section 7 of the Standard.

#### CRFCAPL

The main difficulties we encountered were mainly the reorganization process of CRFCAPL Sibiu (the fusion with the center in Cluj-Napoca and the changes brought along by this) and the short time period remaining for the implementation of NP4512. This combined with the fact that with no previously implemented QMS, the employees were not familiar with quality management terminology and requirements (thus, time had to be invested in preparing by studying ISO 9000 and ISO 9001 and other aspects connected with implementing a QMS).

#### **What are the mains advantages to implement NP4512 in your organization?**

Main advantages were: a well-structured scheme to base and organize all identified processes, an optimization of work processes, a clarification of employees' tasks and responsibilities, which lead to focus on customers' requirements and satisfaction.

#### Helliwwod

Find a well-structured scheme to base and organize all identified processes.

#### Prisma

The main goal of the pilot test implementation of NP4512 is to help to create a organization culture centered on customer satisfaction and based on continuous improvement of processes of Vocational Training

This implementation help us to optimize the work processes; to create harmonized procedures, to clear defined tasks and responsibilities for each employee, and indirectly we hope that the implementation of NP 4512 help to increased credibility in the market and customer satisfaction.

#### CRFCAPL

There are many advantages brought along by the implementation of NP4512 in our organization, and many advantages are still expected. During the implementation the organization a.o. revised its quality policy, objectives, it completed its procedures and designed new ones, it identified, defined and structured its main and supportive processes and enhanced its orientation towards customer requirements and satisfaction. All these actions had and will also have in the long term a positive impact on the organization and implicitly on all its stakeholders.

### **3 Conclusions**

The evaluation that has been organized gives information concerning the implementation process, the results of the implementation, and the proposition to enhance the quality of NP4512 in a next edition of it.

Concerning the implementation process, a list of lessons has been proposed by pilot partner. This list is based on their experience with the implementation process. It reflects also the degree of knowledge each pilot partner had with QMS implementation. Tips have also been identified to help further VET organization to implement NP4512:2012. Lessons and tips can be found in point 2.1 of this evaluation report.

The most difficulties pilot partners have encountered was the lack of time to implement the standard and the identification and description of processes. Consulting services could be built on this last aspect for small VET organizations that have no experience with this topic. A support concerning the implementation steps could also facilitate VET organizations that would like to adopt NP4512:2012.

Concerning NP4512:2012, different suggestions for improvement have been done in point 2.1, 2.2, and 2.3 of this report. NP4512 is very concrete and very specific, sometimes too specific as it gives for some pilot partners too much requirements.

As NP4512 was made by a Portuguese technical committee composed of Portuguese members, it reflects mainly a Portuguese point of view of the training market. Some modifications will probably be needed to be able to propose the standard to non Portuguese VET companies. The work that will be done with the new work item within ISO/IEC JTC1 SC 36 based on NP4512:2012 will answer this point.

We give here the main improvements that were identified during the implementation process. Deliverable 4.4 of the Q-Cert-VET project proposes a collection of comments that were given by all partners to improve the standard. The present evaluation report only gives suggestions that were given during exchanges with pilot partners during the implementation phase of the project:

- Add a method to assess customer satisfaction
- Add a method to ensure customer's ROI
- Decrease the level of details and of requirements to allow a more flexibility especially for small and medium VET organizations
- Add more terms and definitions
- Clarify the relations between figure 1 of NP4512 "Training life cycle" and its chapter 7
- Include more information and links with ECVET
- Add in the annexes an implementation guide (this evaluation report can help for its description)

Results of the implementation of NP4512:2012 are explained in details in point 2.3 of this report. For pilot partners, the standard was wide enough to cover the whole spectrum of their VET organization. They all have achieved the objectives they had at the beginning of the implementation phase.

All pilot partners have increased the quality of their organization by defining their policy, mission and objectives, by structuring their processes, by redefining the roles and responsibilities of their employees. All pilot partners will continue the implementation process to prepare their organization for a NP4512 certification. Even if they cannot yet evaluate all the benefits of the implementation, they all believe that the standard implementation improves the quality of their organization and of its management. They are also convinced, even if they cannot be sure, that a NP4512 implementation will improve their relations with customers and suppliers.

Prisma and iZone have already been evaluated by external auditors at the beginning of December 2012.