

Project No.: 147426
Project acronym: TANOCOMP

Project title:
**Training on the nANOTEchnology aspects of plastic COMPosites with
enhanced properties for use in high-strength applications**

- **Work Package 3: Evaluation and Monitoring**
 - **Result 7**
 - **QUALITY ASSURANCE MANUAL**

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1.- QAP - QUALITY ASSURANCE PLAN FOR TANOCOMP PROJECT.

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- In the XXI century institutions (public or private) will compete in value. The value is not only the "price". The value is the sum of benefits received in exchange for expenses incurred. The price is just one of those charges. The harshness in dealing, incompetence, inflexibility, injustice, lack of interest or concern are "prices" that many customers refuse to accept. Excellence directly affects the value of a service as it increases their profits and reduces their burden.
-
- The objective for managing TANOCOMP project is to introduce a quality system that allows us to use a reference model to produce an environment that incorporates and integrates the values and basic principles of business excellence and a continuous improvement methodology to achieve these. Implementation is a process that requires Training, Diagnosis, and Action Plans aimed at CONTINUOUS IMPROVEMENT.
-
- This mission will be achieved only if we get from our customers (in the project are the participants, users, stakeholders, beneficiaries of the final product or service) total satisfaction on the demands that arise. In this case, it is of particular importance that for the assessment of the level of achievement of objectives, all of our customers' feedback on the quality of service is provided to the evaluators.
-
- With the ambition of continuous improvement, an assessment system that collects the feedback of all those actors (internal and external involved in the TANOCOMP project will be installed.
-
- The pillars of the QAP – Quality Assurance Plan are:
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 -
 - A clear commitment by the Steering Committee of the TANOCOMP project on improving the Quality
 -
 - A clear focus on user satisfaction or beneficiaries.
 -
 - The process and data management.
 -
 - The design and implementation of improvement actions requires the participation and responsibility of everyone involved.
 -
 - * A tool based on self-diagnosis or SELF-ASSESSMENT, which is based on the identification and evaluation of a set of strengths and other areas of improvement.

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- On this basis, and once done a prioritization work, will build an Action Plan aimed at maintaining the strengths and to make appropriated improvements.

2.- FACILITIES FOR THE TANOCOMP PROJECT QAP IMPLEMENTATION

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- The TANOCOMP project management (consortium) through the Quality Committee provides training and the adequate resources for implementing of quality system – QAP and the scope of the goals established therein.
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-
- The QAP scope includes all functions and requires involvement, commitment and an effective collaborative work of all human resources involved in the TANOCOMP project to achieve the continuous improvement.
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-
- Given that the behaviour and performance of each person has a direct impact on the quality of the project service, the TANOCOMP project management will implement the necessary measures to stimulate the motivation, development, communication and effective work through:
 -
 -
 - training on quality system carried out by the Quality Committee,
 -
 - progressive improvement of the material means to carry out the inherent steps,
 -
 - an efficient access to different information systems and contact between the partners,
 -
 - an open and ongoing communication between members of the project,
 -
 - a continuous information on the strategic guidelines established.
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3.- TANOCOMP PROJECT – QAP OBJECTIVES

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- The objectives of TANOCOMP – QAP should be based to provide some services and products that successfully meet the expectations of all actors involved in it.

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- It would be a mistake to focus on internal processes that have no clear relation to the priorities of users. If the voice of the customer does not guide the strategy of quality of service, the best we can hope for is incremental improvements.

-

- The user or beneficiary must define quality. Compliance with the specifications established by the TANOCOMP project is not quality, quality is conformance to customer specifications. To improve, you must know and understand the perceptions and expectations of users or beneficiaries.

-

- From the perspective of Human Resource Management (HR), it is necessary to involve all the intelligence of the group involved in the mission of the TANOCOMP project. The concept of "participation and communication" is key to continuous improvement. The guidelines and strategic plans must be known and accepted by all the people involved in the project.

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- For people involved in the TANOCOMP project undertake a road is integrated and comprehensive improvement continues, a path founded on the belief in the ability of HR of the partners to achieve excellence.

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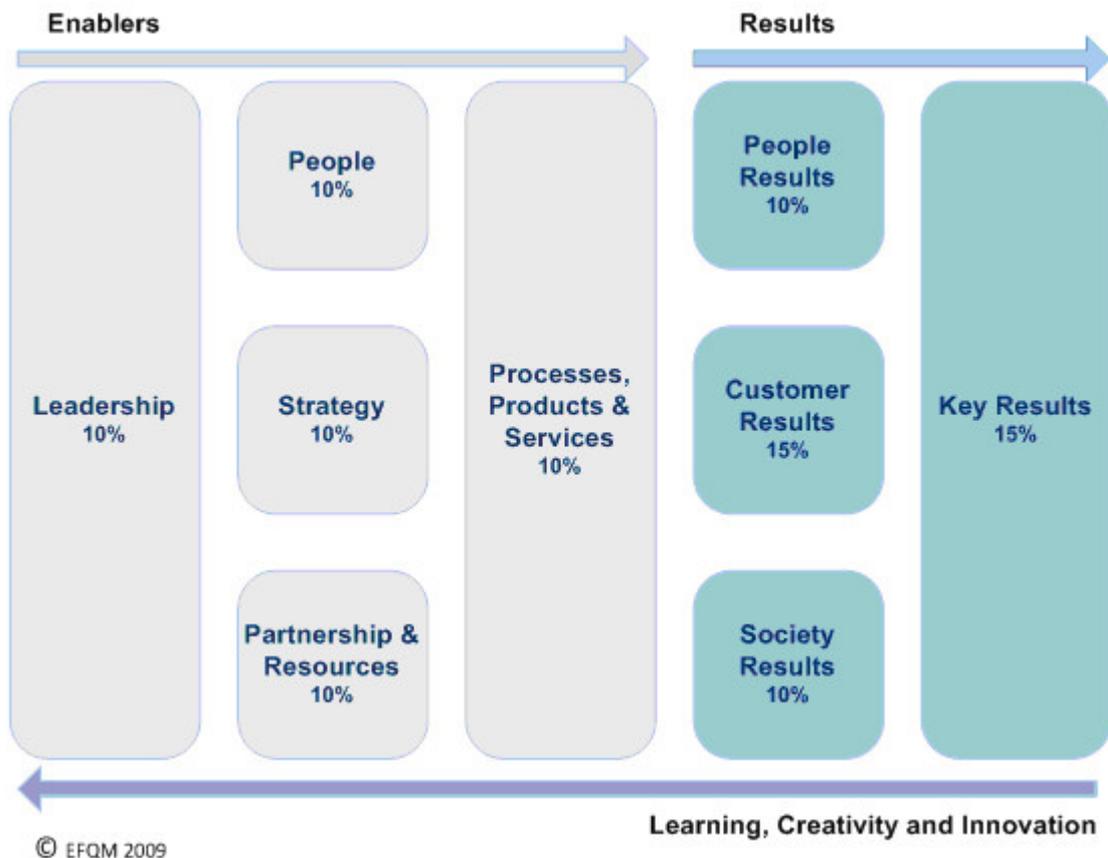
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4.- THE EFQM EXCELLENCE MODEL

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- **4.1.- Why the European Business Excellence Model?**
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- This model aims to help organizations (corporate or otherwise) to know themselves better and thus to improve its performance both internally as **well as** externally. This model was created by the **EFQM** in 1991 under the sponsorship of the **European Commission**. In October 1992 the first certificates were awarded and special versions for public service organizations were announced.
-
- The implementation of EFQM is not contradictive to other approaches (application of certain management techniques, ISO, **etc.**), **but** rather integrates **Business Excellence Models into a broader and more comprehensive scheme of management**.
-
- In line with the stated goal of quality, **TANOCOMP will** be evaluated through a series of parameters based on the **EFQM** model of excellence in management, **in order** to give maximum satisfaction to all players in the project.
-
- **4.2.- EFQM – European Business Excellence Model**
-
- EFQM is not a normative model. Its basic concept is the self-assessment based on a detailed analysis of the operation of the TANOCOMP project management system using given criteria as a guide for an own evaluation
-
- The systematic and regular use of the model by the people involved in the TANOCOMP project will allow the establishment of improvement plans based on objective facts and the creation (?) of a common vision about the goals to achieve and the tools to use. That is, its application is based on:
 -
 - A thorough understanding of the model by all members of the TANOCOMP project.
 -
 - Periodic evaluation of the situation in each of the phases of the project.
 -
 - “European Foundation for Quality Management” –EFQM is based on the model that:
 -
 - “Excellent results with respect to Performance, Customers, People and Society are achieved through Leadership driving Policy and Strategy that is delivered through People, Partnerships and Resources, and Processes”
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 -

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- The EFQM Excellence Model is presented schematically below:
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-
- EFQM Excellence Model
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- EVALUATION CRITERIA
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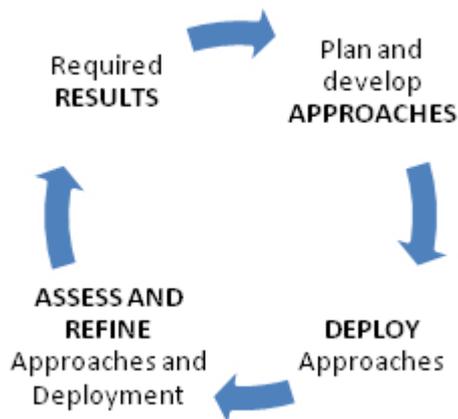
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- The basic idea of this model is to provide a tool to the TANOCOMP project for improving its management system. This is not a normative or prescriptive tool, ie, does not say how to do things, but respects the specific characteristics of TANOCOMP project and experience of people who form it.
-
- Within this model, a fundamental concept is the "actors", referring to all those persons or agencies receiving the TANOCOMP project effects.
-
- To improve the service, you must first know the current situation and it is useful to create a tool that leads us to systematically examine all aspects of the operation of

- **4.3.2.- Policy and Strategic Lines – medium and long term planning**
-
- The "Policy and Strategy" criterion covers the following five subheadings, which should be addressed.
-
- the needs and demands, both present and future of the actors are the foundation of the project strategy,
-
- the project's strategy is based on information from performance measurement and research, learning and creativity
-
- strategic lines of the project are developed, reviewed and updated,
-
- strategy deployment is done through key processes,
-
- strategy communication and implementation.
-
-
- **4.3.3.- TANOCOMP project Human Resources**
-
- For the system described in order to fully develop it is necessary to facilitate the development of whole knowledge of those people who have created it and to release its full potential, both individually and collectively.
-
- This criterion covers the following five subheadings, which should be addressed.
-
- Development and management of a strategic HR approach that allows improvement,
-
- to identify, develop and maintain knowledge and skills of individuals,
- responsible staff and given authority,
- TANOCOMP Project management talks with technicians,
- to recognize and cater to all project members.
-

-
- **4.3.4.- Partnership and Resources, the core of the classical management**
-
- The activities discussed in this paragraph are also processes. **It** should be evaluated as **they are** planning and managing the external partnerships and internal resources to support the effective operation of the service.
-
- The criterion "**Partnerships and resources**" **covers the** following five subheadings, **which should** be addressed by the TANOCOMP project management.
-
- relationships with suppliers and other external agencies to support mutual development and value creation
-
- management of economic and financial resources
-
- management of buildings, equipment and materials,
-
- management **of** technologies
- Management of information and knowledge, **inventory, classification** and development and accessibility
-
-
- **4.3.5.- TANOCOMP project processes, the core of the model.**
-
- This is one of the essential parts of the TANOCOMP project QAP. For the development of a process of continuous improvement is necessary to obtain all information concerning about design, **management** and continuous improvement of the project, **as well as** all those processes to develop a strategic policy to generate an increasing value for its stakeholders (customers and human resources).
-
- The "Processes" criterion **covers the** following five subheadings, **which should** be addressed by the TANOCOMP project management:
-
- design and management of all processes (**techniques used, establishing responsibilities, performance measures, goal setting**)
- processes for improvement and innovation for the satisfaction of the users or beneficiaries and other stakeholders (planning, prioritizing improvement actions, stimulation of creativity and participation, **control** and communication of changes),
- design, **development and distribution** of products and services based on the needs of users or beneficiaries
- production, distribution and service of products and services,
- management and improved relations with the users or beneficiaries.
-

-
- **4.3.6.- TANOCOMP project customers outcomes**
-
- This quality model believes that the users or beneficiaries' perception about services and products is essential to the success of long-term service. After all, the customer outcomes are what the project is achieving in relation to its external customers (end users).
-
- Therefore, the model poses the establishment of two types of indicators:
-
- indicators that measure the perception of users or beneficiaries of the project.
-
- measures to be obtained, for example, surveys and interviews with users or beneficiaries.
-
- indicators can anticipate internal perception of the users or beneficiaries.
-
-
- **4.3.7.- Human resources results**
-
- That is no doubt that the degree to which TANOCOMP project management meets the needs and expectations of the consortium members will result in a fundamental way in the proper performance of its activities and the establishment of good relations with users or beneficiaries.
-
- Therefore, the model poses the establishment of two types of indicators:
-
- indicators that measure perceptions of the consortium members involved in the project.
-
- indicators can anticipate internal perception.
-
-
- **4.3.8.- Society results**
-
- The TANOCOMP project is immersed in the society in which they work. It maintains mutual relationships with both public and private institutions.
-
- All these relations will lead to perceptions of social groups and the impact this has on them.
- The model presents the establishment of two types of indicators:
-
- indicators that measure the perception of society (mainstreaming).

-
- Indicators can anticipate internal perception.
-
-
- **4.3.9.- Key results**
-
- This criterion examines to what extent these goals and objectives are achieved. It is necessary to establish criteria to distinguish between:
-
- Key Performance Results: economic and financial results.
-
- Key Indicators.
-
-
- **4.3.10.- Continuous innovation and learning**
-
- As shown in the schematic quality model that we intend to implement, the arrow highlights the importance of feedback given to the evaluation and review of the criteria "AGENTS or ENABLERS" in terms of "RESULTS" obtained, ie organizational learning through innovation and continuous improvement.
-
- We will use the EFQM model which has been called the "RADAR Chart"
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- Results Approach Development Assessment Review
-
- Schematically the "RADAR logic" can be understood as a process that follows these four points:
-
- To plan the desired RESULTS,

- To develop appropriate APPROACHES and achieve them,
- To DEPLOY and implement approaches,
- To EVALUATE the RESULTS and REVIEW APPROACHES.

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5.- TANOCOMP QAP IMPLEMENTATION BY EFQM EXCELLENCE MODEL.

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- The QAP must integrate TANOCOMP elements of assessment and quality control at each stage of the project. For this reason we have chosen the European Model EFQM Business Excellence as a unique reference.
-
- The criteria includes in the EFQM Model covering many areas. TANOCOMP QAP will focus on the most relevant aspects of the model, the characteristics of the project must be analyzed, monitored and where necessary, improved.

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5.1.- Responsibilities

-
- The Quality Committee is a body where participation and leadership of its members will ensure the implementation of QAP and encourage continuous improvement. The Quality Committee shall be appointed by the Steering Committee. The Quality Committee may consist of some or even all members of the Steering Committee and project technicians.
-
- The responsibilities of the Quality Committee shall be:
 -
 - define, review and implement the QAP
 -
 - set quality objectives and improvement priorities in the different phases of the TANOCOMP project,
 -
 - design the self assessment form and select the components of the evaluation team. It is possible to find an example of the self assessment questionnaire in the ANNEX I.
 -
 - after each self-monitor the achievement of objectives and approve the Improvement Action Plan,
 -
 - coordinate and ensure implementation of the Action Plan designating responsible partners and deadlines,
 -
 - The Steering Committee has the following responsibilities in the process of Quality:
 -
 - select the components of the Quality Committee,

- approve the proposals of the Quality Committee,
- commitment and encouragement of participation in the assessment process.
-
- The responsibilities of the evaluation team are as follows:
-
- responsibility and commitment throughout the assessment process,
- responsible work providing individual and group long consensus
- participatory attitude of listening.
-
-
- **5.2.- Definition of strategy, key processes and indicators of the system**
-
- The process begins with the TANOCOMP Project Steering Committee, who sets the strategy and general policy guidelines as a reference the script following the EFQM Model.
-
- The Project Steering Committee is composed of TANOCOMP Coordinator and the European Partners. The Steering Committee defines the key processes of the TANOCOMP project, detailing every phase of it and identifying control indicators to monitor each and their corresponding objectives.
-
- This first phase is decisive to the extent that part of a strategy to all stakeholders, the Steering Committee will define the key processes, establish a management system for a phase that includes regular monitoring and improvement of each of them. The key processes identified should cover at least the lifecycle of the project:
-
- Needs analysis.
-
- Product development, instrument or method.
-
- Piloting
-
- Dissemination of results
-
- The project will be identified key processes in TANOCOMP what will allow to focus on in the project efforts. Although the Steering Committee leading by AITIIP will identify the definitive key processes of the project, the TANOCOMP project could include the following:
-
- Financial Economic Management
-
- Disseminate and diagnose tests performed on jobs

-
- Validate and disseminate theoretical models for each occupation

Validate the resulting jobs in each country

Define the skills to develop learning paths

Develop training materials

Conduct a pilot to validate the training materials

Disseminate the project results

For each key process the Steering Committee will decide on one or more control indicators that allow adequate monitoring and improvement.

All Human Resource participating in evaluation team: training and experience will be at least 1 year

Evaluations' grading will be from 1 to 10, with the ultimate goal in all at least 6.

The transfer and dissemination of the resulting products will be 100% between involved entities and stakeholders.

On the other hand, the TANOCOMP Project Steering Committee identifies quality indicators criteria 6, 7, 8, and 9 of the EFQM model indicators relating to satisfaction of the users or beneficiaries, members of the consortium, partnership (mainstreaming) and performance results.

The Steering Committee develops the relationship of these quality indicators, objectives, establishes responsible for measuring, timing and mechanisms of information collection (surveys, interviews ...).

In particular, the TANOCOMP project will define quality indicators to measure the satisfaction of users or beneficiaries, which will be measured, collected, analyzed and controlled regularly. Some of these indicators could be:

Understand the level of satisfaction of participants in the pilot through a SEEQ, valued from 1 to 5, measuring the appropriateness and usefulness of the materials produced. Conduct a survey of foremen and managers of companies to assess the level of adaptation of training materials to the real needs of the sector, valuing the survey from 1 to 5

Conduct a survey to teachers of vocational training centers, in specialties covered by the TANOCOMP project, allowing us to measure whether our training material is tailored to the shortcomings detected by them.

Once all evaluation key processes, monitoring mechanisms and quality indicators that reflect the level of satisfaction of all stakeholders are defined, the TANOCOMP evaluation can be implemented.

- - **5.3.- Self-Assessments programm**

The Quality Committee created a self-evaluation process program on the basis of the EFQM Model. (?)

As a general rule, the first self-assessment will be conducted after at least one or two months to provide data and facts as they have sufficient information to obtain two significant areas for improvement and included in the Plan of Action or Improvement.

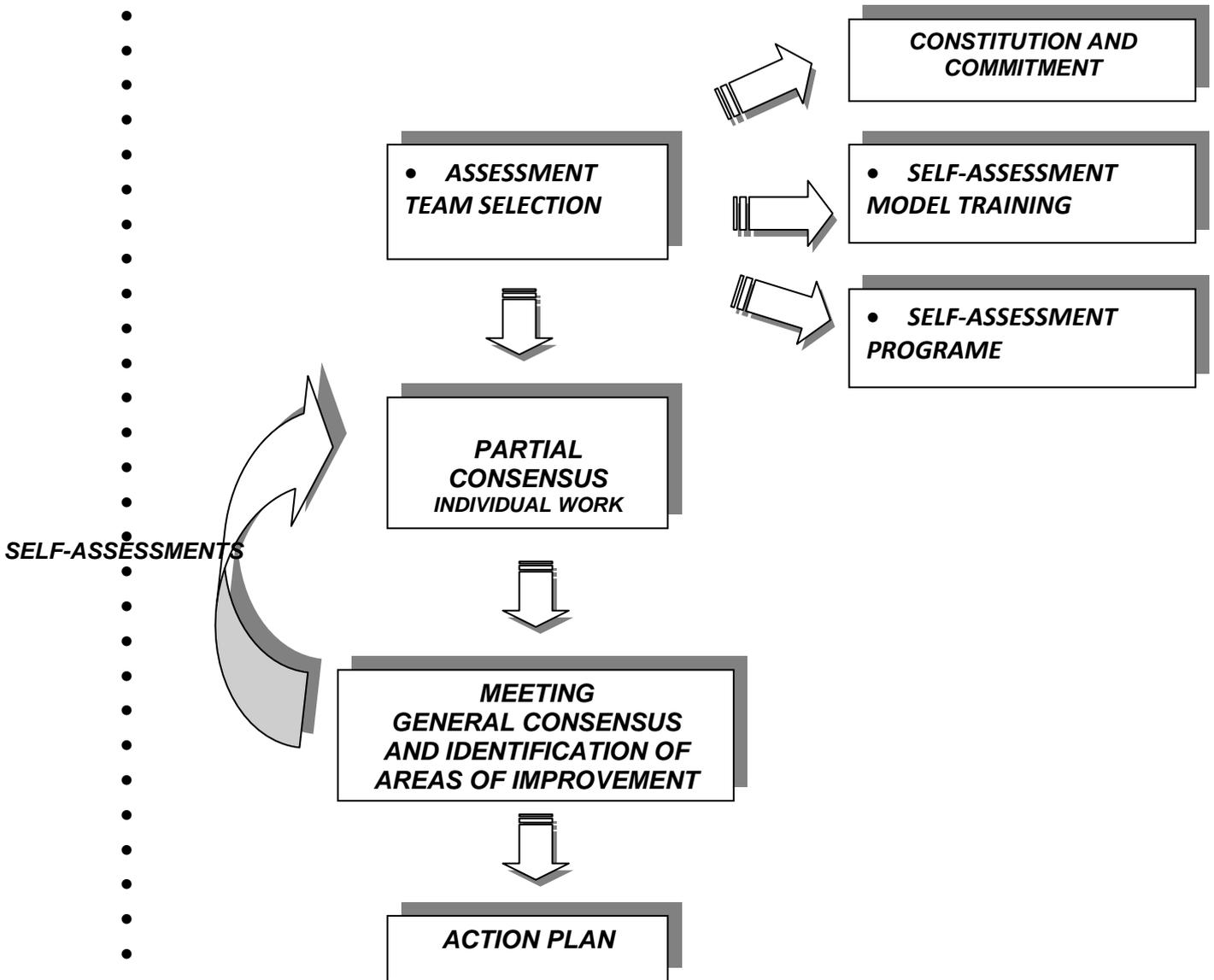
From that moment the self-assessment is held quarterly, unless the Steering Committee deems appropriate to establish another schedule that is better (?) adapted to the different phases of the project.

These periodic self-assessments according to EFQM model will allow the Steering Committee have a mechanism of self-diagnosis, assessing and controlling key processes, analyze the results of the indicators, identify opportunities for improvement and evaluate their own TANOCOMP project management process.

The result of the self-assessment is to develop an Improvement Action Plan. This phase is the most important stage of the process of measurement, since it is the primary object is to identify those actions necessary to achieve improvements and the use of the results for analysis and evaluation.

The involvement of all people involved in the TANOCOMP project in the systematic and periodic self-assessment process to assess and control every phase of the project and enter, in short, in a spiral of continuous improvement.

5.4.- *Self-Assessment Process*



The Quality Committee selects the components of the evaluation team which will consist of some or all of the Steering Committee of the project.

The profile of the members of the evaluation team must be characterized by the involvement and commitment to the assessment process.

After the selection of the components the evaluation team can officially start with the assessment process. The first session will cover the following aspects:

TANOCOMP QAP Project
Self-Assessment Model and Objectives
Commitment of its members
Self-Assessment Process.

Given the dates of the self-assessment, each assessment team member comes to the individual work assigned criteria related to specific aspects of the TANOCOMP project before the general consensus meeting. The assessment team can determine the need for meetings for groups partial consensus.

These meetings serve to agree on partial information has been collected each project in relation to the parameters that measure the EFQM Model.

In the general consensus meeting will be present throughout the evaluation team. The purpose of the meeting is to reach consensus on the strengths, evidence, priority areas for improvement.

exposition of the criteria agreed in part: process analysis, control and analysis of the results of the indicators and other relevant aspects.

clarifications, comments, input and consensus.

selection and prioritization of areas for improvement identified.

After the meeting, the Steering Committee prepared an Action Plan to implement areas for improvement, responsible persons and deadlines.

The Quality Committee approves the QAP and coordinates and ensures its implementation by appointing responsible persons and deadlines.

This routine will allow self-assessment and TANOCOMP project control in each of its phases and proper management.

6.- REVIEW OF THE QUALITY PLAN ACTIONS

The tools we will use throughout the evaluation and follow-up of the project will be of different kinds: questionnaires to the final users (SEEQ¹ system), survey to potential users, data sampling, working team meetings, assessment of qualitative indicators etc. For every phase, we will choose one or several evaluation tools, according to the objectives and satisfaction level every tool can provide.

- **Phase 1- Start and planning to reach the expected objectives**

Work package 4: **Definition and development of didactic content**

The **TANOCOMP** action strategy basically focuses on the present and future expectations of our stakeholders and takes into account the environment and the sector. In a fastly-changing environment, our project's policy is to be flexible and able to answer the fast and frequent changes of the environment and the stakeholders.

Through a training needs analysis, our project aims at measuring and anticipating the stakeholders needs and expectations. It brings follow-up of their experiences and perceptions and overviews and analyses the environment and skill.

Objective	<ul style="list-style-type: none"> - To determine if the needs analysis is useful for the further realization of the training plan. - As regards the participant selection for the pilot test, we will evaluate if these were properly selected to benefit from the training.
Period	<ul style="list-style-type: none"> - During the process of data gathering for needs analysis. - Once the needs analysis document is finished. - To be sure the participant selection was accurate, we will realize a test during the selection - The target groups' needs will be determined in M8.
Actors	All the partners.
Tools	<ul style="list-style-type: none"> - For the needs analysis, it will be design a questionnaire so that the partners can structure their data. This questionnaire will be assessed by the Evaluation Team (ET) to be easily understandable and to gather the key points we aim at. - Comparison between the definitive training plan and the needs analysis. The aim is to detect if they were taken into account. - Once the participants be selected, we will realize an evaluation of the training plan to determine if it is still adapted to the specific needs of the selected participants or if it is necessary to bring some adjustments. - We will determine if the participants were properly selected with quality data like.

¹ SEEQ (Students' Evaluations of Educational Quality), developed by Herbert Marsh in the seventies. It is used to assess the user progress during the transfer, as web as the organization.

- **Phase 2- Training plan design**

Work package 4: Definition and development of didactic content

Our project's goal is to design, manage and improve the processes to fully satisfy the final users and other stakeholders.

Objective	<ul style="list-style-type: none"> - The design matching and the training concept - The efficacy of the training and support material.
Period	Throughout all the work packages Months: from M02 to M20
Actors	All the partners
Tools	<ul style="list-style-type: none"> - In an evaluation table, comparison between the realized training design and the obtained conclusions. - If they do not match, the training design will be adapted. - The training and material design will be distributed amongst the partners and external companies together with a questionnaire to be evaluated. - Detailed analysis of the training and material design during the transnational meeting

- **Phase 3- Pilot training and evaluation**

Work package 5: Technology transfer and adaptation

Work package 6: Delivery of e-learning module

This is one of the most important phases of the project. The results amongst the final users should be assessed in an exhaustive way through perception measure and quality and quantity performance indicators.

Objective	<ul style="list-style-type: none"> - To determine the adequacy level between training objectives and the participants and trainers expectations before starting the workshop. - To determine the adequacy of the training and its results amongst the participants. - To determine if necessary adjustments have been brought to the previous work packages - To determine the satisfaction of the participants, trainers and the partners.
Period	Throughout the work packages development. Months: from M07 to M24
Actors	All the partners
Tools	Detail hereafter.

The ET realises an extensive and efficient validation of the pilot experience in every country. This is carried out throughout different tools:

1- SEEQ system

During the pilot training, we will use the SEEQ system (Students' Evaluations of Educational Quality), developed by Herbert Marsh, to evaluate the progress of the student as well as the organization.

This is a very positive method allowing feedback on the satisfaction level of the training, as well as the difficulties met during the process. Its results allow determining if a modification in the training is necessary to improve its quality level in future editions.

The SEEQ test is anonymous so that the users do not feel shy in answering the questions and can express oneself with full sincerity. The students can express one's opinion on a scale from 1 to 5 and add some comments on a space left blank for it, if necessary.

The test is divided into several parts: the first one corresponds to learning and benefit from the transfer, the second one gives the user the possibility to evaluate the trainer enthusiasm, the third part corresponds to the course organization and the course material. In the fourth part, the participants can evaluate their own participation in the course, in the fifth one, the availability of the trainer. In the next section, the participants can assess the way the tutor explains things and the last part enables to evaluate the work material. At the end of the test, the users realises a global evaluation of the workshop in comparison with others.

2- It gathers the tutors opinions as web as those of the associated companies through interviews.

3- Quantity assessment:

To determine the number of final users in comparison with the previously planned users in every country carrying out the training.

One of the quality indicators we can validate is the attending level in the pilot training.

By taking into account all these parameters, we will realize a report on the experience in every country and it evaluation. This report is of a vital importance to create the final training and requirement prospect products and will be integrated in the final report.

- **Phase 4- Final product**

Work package 6: Delivery of e-learning module

Objective	<ul style="list-style-type: none"> - To check if the final product has been fed back by all the previous work packages - To assess the final product usefulness for the stakeholders.
Period	Throughout the work packages. Months: from M19 to M24
Actors	All the partners
Tools	<ul style="list-style-type: none"> - Comparison in an evaluation table between the final product prototype and the previous work package conclusions. If they do not match, the final product will be adjusted. - The final product prototype will be distributed amongst the partners, trainers and external companies together with the questionnaire to be carefully evaluated. - Interview of a decision maker and expert in professional training to evaluate the final product prototype.

- **Phase 5 - Evaluation**

Work package 3: Project evaluation

Objective	<ul style="list-style-type: none"> - To carry out the self-assessment process
Period	Months: M12 and M23
Actors	ET
Tools	<ul style="list-style-type: none"> - To analyse the development of the project through a self assessment tool - If it is necessary to implement a contingency plan to correct deviations in the project.

- **Phase 6- Dissemination and impact**

Work package 2

Dissemination

<p>Objective</p>	<ul style="list-style-type: none"> - To reach a good project dissemination and a wide project impact in the sector. - To identify the integration level of our final product amongst entrepreneur training organisms, public administrations and companies. - To determine the lacks and weak points of our project through the feedbacks we can get from our contacts from dissemination, since they represent an external point of view. - To assess the short-term impact of our project. - To determine if the conditions for transfer are favourable.
<p>Period</p>	<p>Throughout the work packages. Months: all the project (from M1 to M24)</p>
<p>Actors</p>	<p>All the partners</p>
<p>Tools</p>	<ul style="list-style-type: none"> - To analyse dissemination and impact, we will carry out continuous evaluation to modify the dissemination strategy in case the results do not match the objectives. - We will use quality and quantity indicators. - Level of final product distribution: how many to who? - On-line surveys on the project web site usefulness on the web site itself. - A mailing will be made to invite all the partners' contacts to visit the TANOCOMP web site and to evaluate it through the designed survey. - Web site analysis by the external companies, on a six-month basis. They would be asked the following questions: - Is it easy to find the web site by using the Internet search engines? - Is its browsing easy and useful for the visitors? - Does it respect the basic access standards? - Is it regularly updated? - Does it present the project results? - Is it regularly used by the partners? - Is there any follow-up of contacts coming up through the Internet?

	1	2	3	4	5	6	7	8	9	10	11	12
WP 3 - Evaluation and Monitoring												
Task 1. Quality Assurance Plan				Week 4: Definitive OAP (Resp: ES)								
Task 2. Evaluation plan						Week 1: Preliminary version (Resp: BG) Week 2&3: Partners Send Ideas Week 4: Final version (Resp: ES)						
Task 3. Evaluation process						Week 3: Collecting information about stakeholder needs analysis (Resp: BG)						Week 1&2: Collecting information (Resp: BG) Week 3&4: Analysis (Resp: ES)
Task 4. Interim report												
Task 5. Final report												
Tool 2: Questionnaire												
Tool 3.1: Questionnaire												
Tool 3.2: SEEQ system (Students' Evaluations of Educational Quality)												
Tool 3.3: Interviews/Questionnaire												
TANOCOMP Events, Milestones etc	Kick-Off Meeting in Karlsruhe			Start of Creation of a Stakeholders Network		Start of Stakeholders needs analysis	Partner Meeting in Zaragoza	Decision on e-Learning Modules to be used				Workshop in Germany

	13	14	15	16	17	18	19	20	21	22	23	24
WP 3 - Evaluation and Monitoring												
Task 1. Quality Assurance Plan												
Task 2. Evaluation plan												
Task 3. Evaluation process			Week 1&2: Collecting information (Resp: BG) Week 3&4: Analysis (Resp: ES)			Week 1&2: Collecting information (Resp: BG) Week 3&4: Analysis (Resp: ES)					Week 1&2: Collecting information (Resp: BG) Week 3&4: Analysis (Resp: ES)	
Task 4. Interim report	Week 1: Collecting information (Resp: BG) Week 2: Preliminary version (Resp: ES) Week 3: Partners Send Ideas Week 4: Final version (Resp: ES)											
Task 5. Final report												Week 1: Preliminary version (Resp: ES) Week 2&3: Partners Send Ideas Week 4: Final version (Resp: ES)
Tool 2: Questionnaire												
Tool 3.1: Questionnaire												
Tool 3.2: SEEQ system (Students' Evaluations of Educational Quality)												
Tool 3.3: Interviews/Questionnaire												
TANOCOMP Events, Milestones etc	Mid-Term Evaluation Report -Workshop in Cyprus - Mid-Term Meeting in Cyprus	First Draft of Content ready	Seminar in Athens			Seminar in Zaragoza	Partner Meeting in Athens				Simultaneous Testing in all Partner Countries	Final Conference in Germany Final Evaluation Report

7.- CONCLUSIONS

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The target was to produce a QAP that fits the characteristics of the TANOCOMP project, with a review and control system in all its phases and exact knowledge, always updating, of the opinion that allows different clients guide all efforts to the satisfaction and fulfillment of their expectations.

The ability to evaluate the TANOCOMP project through a series of parameters to give maximum satisfaction to all actors of the project is provided by the EFQM excellence model.

The self-assessment process established during the development of the whole project, following the script of the EFQM model, to control all aspects that are relevant to TANOCOMP project management. This process provides a number of advantages.

- allows the **participation of all members** of the project in process **control and continuous improvement** throughout the project,
- to focus on **key TANOCOMP project processes**
- establish a systematic collection and analysis of the results of **the quality indicators** that can know the satisfaction of the users or beneficiaries, members of the project consortium, **society and the** economic and financial control, **and** therefore

Self-assessment drives continuous improvement and results, promoting a common language accepted by all the team members acting as appraiser "tractor" for the rest of the members in the project.

ANNEX I- EXAMPLE SELF-ASSESSMENT TOOL

Enablers	Criteria	0 - Nothing has been done	1 - Some approaches have been implemented; outcome is still uncertain; deployment is embryonic	2 - Relevant and tested approach have been implemented; systematic deployment has started but not reached all targeted activities	3 - Approach aligned with the strategic needs have been implemented; deployment is well advanced in relevant areas, systematic measurement and review has started	4 - Approach recognized a good practice outside of the organisation, full deployment in relevant areas achieved; measurement and review is well structured and regularly practiced	5 - Proven world class approach aligned with the strategy; full deployment; systematic measurement and review	Evidence to support marking
Leadership	1a Leaders develop the vision, mission, values and ethics for the management of the organisation's network of external resources							
	1b Leaders ensure that the management system for the network of external resources of the organisation is appropriately developed, shared, implemented and continuously improved							
	1c Leaders interact with the network of external resources and reinforce a culture of Excellence							
	1d Leaders identify and champion change regarding the management of the network of external resources							
Policy and Strategy	2a Business Policy and Strategy are based on the present and future aspects of the supply market							
	2b Policy and Strategy for the network of external resources are developed, reviewed and updated based on the company's business strategy and the market trends							
	2c Policy and Strategy for the network of external resources are based on information from performance measurement, benchmarking and learning							
	2d Policy and Strategy are communicated and deployed through a framework of key processes.							
People	3a People resources for managing and supporting the network of external resources are planned, managed and developed							
	3b People's knowledge and competencies are identified, developed and sustained for promoting excellence in the management of network of external resources							
	3c People acting on the network of external resources are involved and empowered							
Resources	4a. Relationship with external organisations are managed							
	4b. Finances involved in external resources activities are managed							
	4c Technology related to external resources activities are managed							
	4d Information and knowledge regarding activities related to the network of external resources are relevant and timely							
Processes	5a. Category strategy is systematically designed, implemented and managed							
	5b. External resources base is systematically managed							
	5c. External resource performance is systematically monitored and developed							
	5d. External resource integration in value creation is systematically designed and managed							
	5e. Relationship with external resources is systematically designed and managed							
	5f. Operational integration of external resources is managed							
		0 - Results are not measured	1 - Some measurements have been implemented; objectives can remain unclear	2 - Relevant and tested measurements have been implemented; clear objectives have been established. Some positive trends can be seen	3 - Measurements and objectives are aligned with the strategic needs; Positive trends are recorded. Link with enablers is sometimes unclear	4 - All trends are positive; link with enablers is well understood and some results are the industry benchmark	5 - Proven world class results on all objectives	Evidence to support marking
Results	6. 1 Excellence in the management of external resources impact on final customer results							
	6. 2 Excellence in the management of external resources impact on internal customer results							
	6. 3 Excellence in the management of ext. res. impact on the organisation's result as a customer							
	7. Excellence in the management of external resources impact on people results							
	8. Excellence in the management of external resources impact on society results							
	9. Excellence in the management of external resources impact on key performance results							