

Quality Management Plan

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Introduction

eLEANOR is an initiative dealing with vocational training for professionals of EU water industry and services in private and public sectors.

The project aims at improving the training in the water sector through the optimization and standardization of the learning processes and paths, with particular reference to the implementation of the new water-related EU Directives (Water Framework Directive and its sister Directives).

In such a context, eLEANOR focuses on the fields that mostly reflect the needs from the Directives above:

- Waste water treatment;
- Water supply;
- Storm water management.

Training in eLEANOR is also supported by e-learning applications and transfer of Good Practices for water resources management.

During the project tasks, started in October 2010 for a period of 2 years, learning paths are deployed to answer the needs for training in the water sector. Training needs analysis is based upon the experiences of the partners, consisting in the main EU water companies, academies and vocational training centers, also representing the most important eLEANOR target users.

eLEANOR training offer is addressed to the technicians, engineers and managers of the water sector.

The subject of the training is strictly connected to the new EU context where the water industry has to comply with Directives providing a common framework for the stewardship of the environment as well as social considerations. The Directives aim to improve the quality of the environment, protect human health, rationally use natural resources and promote measures at international level to deal with environmental problems. The implementation of the new legal framework, above all the Water Framework Directive (2000/60/EC), is a challenge for the water industry. Nevertheless, the identified shortcomings related to training and skill of personnel can hamper such an implementation.

eLEANOR has a European dimension, which is given by the geographic extension of the partnership and their participation into networks, groups and platforms in the specific sector. Project outcomes are then proposed by the partners to potential end users through their dissemination channels in order to be validated and fruitfully exploited.

eLEANOR expected impact is at the European scale. The coverage of the project allows an effective and mutual transfer of knowledge and to cross-relate different situations. The products are then able to work in different contexts and support as well the process of training standardization and certified comparison in this field that is one challenge of training at the EU level.

The aim of the “D 2 – Quality Management Plan” is to state the procedures and mechanisms used to ensure the quality of project activities and outcomes. The process of quality management is aimed at a continuous improvement in terms of quality of project development and outcomes, carried out by the partners along the project also with the contribution of external evaluators and by monitoring and testing activities mainly carried out through the submission of quality evaluation forms to eLEANOR members and target groups of the project. The quality of project outcomes is also monitored thanks to Quality Management Reports issued each eight months (D 3).

1. Method

The responsible for the quality and the evaluation of eLEANOR activities and outcomes is UNS with the contribution of the Steering Committee, composed by one representative for each core partners, and the support of GISIG as eLEANOR Project Office.

The eLEANOR Steering Committee has been established on the occasion of the kick-off meeting held in Sophia Antipolis on 19th November 2010.

In addition, external reviews by an External Evaluator, appointed by the coordinator with the approval of the SC, are scheduled within the task 1.5. External reviews are planned at months 8, 16 and 24 (scheduled as the issues of the Deliverables 3 - Quality Management Reports) each foreseeing the production of a document reporting the results by the external evaluation and enclosed to the deliverables above.

The assignment of the External Experts is based upon specific criteria taking into consideration their competences and experience in the fields covered by the project both on the point of view of scientific and quality management aspects.

The Quality and Evaluation procedures have been conceived so as to assure a cyclic process and a continuous improvement of the project outcomes and the rules which state the quality standards. In such a view, a specific task 1.5 "Quality Management" is scheduled in the workplan also with the aim to receive and collect comments and suggestions by the partners and the final users for tuning the project outcomes along all the project duration.

2. Results

2.1 Reviewing procedures

The aim of eLEANOR WP1 is to assure that the outcomes of the project corresponds to the needs of the target groups and to commonly accepted quality criteria. The project results consist of internal reports, public reports, papers and articles, public learning tools and databases, dissemination material, workshops and conferences etc.... eLEANOR Steering Committee has the primary role to control the quality of the public project deliverables and the procedures according to which they are developed. Therefore, the support of an External Expert is also required. The project coordinator, the Steering Committee and the External Expert shall perform the following activities:

- Evaluate key project deliverables (see section 4) by approval or suggestions for improvements. This activity mainly consists in the preparation of the Reports on quality management (D3) and the External review reports.
- If required, evaluate internal reports and intermediate results (see section 3.2). This type of evaluations may be communicated by email to the author or the project co-ordinator.
- Co-ordinate the Task 1.5 "Quality Management" by involving final users and stakeholders in the assessment of project outcomes, by providing them with quality evaluation and templates for reporting about the results of their activity.
- Evaluate progress at special quality management meetings (if required) or through communication by email or telco meetings.

The project coordinator is responsible for providing the Steering Committee and the External Expert with the required deliverables and information.

This deliverable has only the aim to state the "Quality and Evaluation" rules to be followed by the Steering Committee and the External Expert in assessing the project outcomes and monitor their quality. Other type of controls in terms of quantity and deadlines of deliverables is subject of the overall project management performed by UNS (project coordinator) with the support of the project office (GISIG) and all the project partners.

Each deliverable shall be reviewed by an internal reviewing procedure. The responsible partner/person for each deliverable will follow a set of rules as defined in sections 3.2-3.7, in order to guarantee that the deliverable is compliant with internal standards. The deliverable is also reviewed by the other partners, in order to check the contents and that the results are corresponding to stated requirements.

In developing project deliverables and outcomes the partners are invited to follow what has been stated in the deliverable D1 – "Project Handbook" containing responsibilities and routines for project management and development. In particular, the Deliverable 1 states specific rules for the versioning of the documents and for respecting the time of delivery. The respect of these internal rules must be also considered during the quality and evaluation process of a project outcomes.

External reviews are made by an external independent expert. The expert will examine key deliverables, also with respect to the overall goals as expressed in the project plan.

The effectiveness of the dissemination and valorisation activities shall also be measured and reported. This includes measuring the intensity and quality of cooperation among the partners, level and intensity of exchange of experience among the partners, visits to the web site, participation in workshops and seminars, degree of satisfaction with workshops, seminars and pilot training, effectiveness in the organisation of workshops and seminars etc. Many of these measures are assessed by using questionnaires at different events.

2.2 Review of project documents and reports

Objective:

- To ensure the quality of the produced documents and reports

Scope (items to be tested):

- Document layout
- Structure
- Content (text and appendixes)

Internal review	Project Co-ordinator (CO), Steering Committee (SC)
Input	Draft version 1.0 or modified draft version 1.x
Method	Review
Quality Criteria	<p>Form according to project rules:</p> <ul style="list-style-type: none"> • Standard template used • Metadata • Table of contents • Numeration • Corporate design used <p>Contents:</p> <ul style="list-style-type: none"> • Objectives achieved • Clearly presented • All topics covered • Compliance with the Project Workplan and time-table • Compliance with the EU and International Standards
Output	Statement of proposed improvements, Reports on Quality Management

External review (when required)	External Expert (EE) or users groups (U)
Input	Final Draft, version 1.x
Method	Review
Quality Criteria	<p>Form according to project rules:</p> <ul style="list-style-type: none"> • Standard template used • Metadata • Table of contents • Numeration • Corporate Design used <p>Contents:</p> <ul style="list-style-type: none"> • Objectives achieved • Clearly presented • All topics covered • Compliance with the Project Workplan and time-table • Compliance with the EU and International Standards
Output	Quality evaluation report according to template and synthesis of it should be provided

2.3 Review of promotional material and web site

Objective:

- To assess the layout, the content, the readability/attractiveness as well as usability and accessibility of the project promotional materials and web site.

Scope (items to be tested):

- Texts for printed materials and for web presentation
- Layout design
- Readability/attractiveness
- Usability/accessibility

Internal review	Steering Committee (SC), external experts (EE), if required
Input	Draft, version 1.0
Method	Review
Quality Criteria	Form according to project rules: <ul style="list-style-type: none">• Table of contents• Corporate design used Contents: <ul style="list-style-type: none">• Attractive, usable and accessible for the professional public (well structured, graphics used for presentation)• Clearly presented• Sufficient Contents
Output	Statements of proposed changes

2.4 Review of metadata for training material classification

Objective:

- To ensure the quality of the teaching material and its classification

Scope (items to be tested):

- Structure
- Content (information on the training material, description)
- Didactic clarity
- Internal consistency
- Effectiveness for searching activities

Internal review	Steering Committee (SC)
Input	Draft, version 1.0
Method	Review, testing, customer satisfaction forms, improvements through evaluation of satisfaction forms
Quality Criteria	<p>Structure of metadata</p> <ul style="list-style-type: none"> • layout • number and kind of information requested • consistency of information requested • easiness in filling it • multilingual versions <p>Content of metadata</p> <ul style="list-style-type: none"> • completeness of contents provided • appropriateness of contents provided • clarity of learning outcomes • clarity of learning objectives • clarity of conditions for delivery • clarity of prerequisites for accessing
Output	Statements of proposed changes, Report on Quality Management

External review (when required)	External Expert (EE), Users (U)
Input	Final Draft, version 1.x
Method	Review, testing, evaluation of the improvements management
Quality Criteria	<p>Structure of metadata</p> <ul style="list-style-type: none"> • layout • number and kind of information requested • consistency of information requested • easiness in filling it • multilingual versions <p>Content of metadata</p> <ul style="list-style-type: none"> • completeness of contents provided • appropriateness of contents provided • clarity of learning outcomes • clarity of learning objectives • clarity of conditions for delivery • clarity of prerequisites for accessing <p>Added value of metadata</p> <ul style="list-style-type: none"> • Adaptability to different kinds of training material • Classification of training material into defined categories • Potentiality of searching
Output	Results from tests, Quality evaluation report

2.5 Review of curricula for water professionals

Objective:

- To provide homogeneous learning paths for different categories of professionals in the water sector.

Scope (items to be tested):

- target professional categories
- learning objectives
- contents of learning
- consistency with water related directives
- consistency of contents with objectives and learning time

Internal review	Steering Committee (SC)
Input	Draft, version 1.0
Method	Review, testing, customer satisfaction forms submitting to the users, improvements through evaluation of customer satisfaction forms
Quality Criteria	<p>Structure of curriculum</p> <ul style="list-style-type: none"> • layout • metadata • objectives • learning contents • target users/categories • duration (time) <p>Content of curriculum</p> <ul style="list-style-type: none"> • target users/consistency with user needs analysis • clarity of learning outcomes • clarity of learning objectives • clarity and consistency of contents • appropriateness of contents provided/consistency with water related directives • clarity of prerequisites for accessing
Output	Statements of proposed changes, Report on Quality Management

External review (when required)	External Expert (EE), Users (U)
Input	Final Draft, version 1.x
Method	Review, testing, management and evaluation of the improvements
Quality Criteria	<p>Structure of curriculum</p> <ul style="list-style-type: none"> • layout • metadata • objectives • learning contents • target users/categories • duration (time) <p>Content of curriculum</p> <ul style="list-style-type: none"> • target users/consistency with user needs analysis • clarity of learning outcomes • clarity of learning objectives • clarity and consistency of contents • appropriateness of contents provided/consistency with water related directives • clarity of prerequisites for accessing <p>Added value of curriculum</p> <ul style="list-style-type: none"> • EU dimension and standardisation degree • Application in the water industry and vocational training for water professionals • ECVET compliance
Output	Results from tests, Quality evaluation report

2.6 Training framework and e-learning tools

Objective:

To ensure the quality of training infrastructures including the e-learning tools

Scope (Items to be tested):

- Structure
- Updating
- Usability/Accessibility
- Content

Internal evaluation	Steering Committee (SC)
Input	Training guide, training catalogue, learning paths catalogue, good practice catalogue, e-learning platform, version 1.x
Method	Reviews, testing, customer satisfaction forms submitting to the users, improvements through evaluation of customer satisfaction forms
Quality Criteria	<ul style="list-style-type: none"> • Usability • Accessibility • Didactic clarity • Availability of documentation/instructions • Availability of a knowledge map • Achievement of project objectives
Output	Statements of proposed changes, Report on Quality Management

External evaluation	External Expert (EE), Users (U)
Input	Training guide, training catalogue, learning paths catalogue, good practice catalogue, e-learning platform, version 1.x
Method	Reviews, testing, management and evaluation of the improvements
Quality Criteria	<ul style="list-style-type: none"> • Usability • Accessibility • Didactic clarity • Availability of documentation/instructions • Availability of a knowledge map • Achievement of project objectives
Output	Quality evaluation report

2.7 Workshops and Conferences

Objective:

- To ensure that the events are properly organised and to evaluate their effectiveness, performance and results.

Scope (items to be tested):

- Preparation and realisation activities, training objectives (for training workshops), dissemination objectives

Internal evaluation	Project Co-ordinator (CO), event's organiser and Steering Committee (SC)
Input	Workshop Description, workshops and conference subject and material
Method	Review, customer satisfaction forms submitting to the users
Quality Criteria	<p>Preparation sufficient:</p> <ul style="list-style-type: none"> • All necessary participants and stakeholders representatives invited in time • Agenda distributed in time • Information concerning location, accommodations, city-map distributed in time • Assess scientific quality of the speeches • Exhaustive proceedings preparation <p>To ensure that:</p> <ul style="list-style-type: none"> • location and conference infrastructures are satisfactory • workshop material is good • technical support is good • presentations and moderation helpful • (training) workshops and conference objectives are met
Output	Statements of proposed improvements

External evaluation	Users (U) - participants
Input	Workshop Description, workshops and conference material and development
Method	Customer satisfaction forms filling
Quality Criteria	<p>Preparation sufficient:</p> <ul style="list-style-type: none"> • All necessary participants invited in time • Water stakeholders represented • Agenda distributed in time • Information concerning location, accommodations, city-map distributed in time • Scientific quality of speeches • Exhaustive conferences proceedings preparation <p>To ensure that:</p> <ul style="list-style-type: none"> • location and conference infrastructure is satisfactory • workshop material is good • technical support is good • presentations and moderation helpful • (training) workshops and conference objectives are met
Output	Quality evaluation report

3. Results

The following list specifies all tasks of the eLEANOR project and the corresponding deliverables subjected to quality evaluation procedures. Each deliverable subject to internal review is reviewed by the Steering Committee (SC). Each deliverable subject to external review is reviewed by the external expert (EE) and, in some cases, also by users (U).

Some administrative deliverables are only reviewed by the coordinator (CO).

N°	Name	Reviewed by	Responsible	Kind of Deliverable (section in the document)
1	Project Handbook	CO	UNS/GISIG	Project document (3.2)
4	Interim Report (Technical + Financial)	CO	UNS	Report (3.2)
5	Final Report (Technical + Financial)	CO	UNS	Report (3.2)
6	Questionnaire on vocational training needs	SC	SUEZ	Project document (3.2)
7	Report on vocational training needs for water industries	SC, EE	SUEZ	Report (3.2)
8	Curricula (draft version)	SC, EE	UPC	Report (3.5)
9	Curricula (final version)	SC, EE	UPC	Report (3.5)
10	Metadata for Course description	SC, EE	BME	Report (3.4)
11	Course Catalogue	SC, EE	GISIG	On-line tool (3.6)
12	Templates for Good Practices	SC	ADN	Report (3.6)
13	Good Practices Catalogue	SC, EE	GISIG	On-line tool (3.6)
14	eLEANOR Platform	SC, EE	UNS	On-line tool (3.6)
15	eLEANOR Training Framework	SC, EE, U	BTUC/ GISIG/UNS	On-line tool (3.6)
16	Template for testing the Training Framework	SC, U	IREN	Report (3.6)
17	eLEANOR Training Framework - Guide for users	SC, EE, U	BTUC/GISIG/UNS	Report (3.6)
18	Dissemination Plan	SC	GISIG	Project Document (3.2)
19	eLEANOR web site	SC, EE, U	GISIG/UNS	Web site (3.3)
20	Promotional Material	SC, U	GISIG/All	Promotional material (3.3)
21	eLEANOR Newsletters	SC, EE, U	GISIG/UNS	Promotional material (3.3)
22	Dissemination Workshops	SC, U	UNS/All	Workshop (3.7)
23	Valorisation plan for each partner	CO, SC	UNS	Report (3.2)
24	Transnational platform for promotion and communication	SC, EE	UNS	Report (3.2)