



Step 2
Sustainability

Quality Assurance Plan

*How to Implement Sustainable Manufacturing in Footwear
- new occupational profile and training opportunities*

How to Implement Sustainable Manufacturing in Footwear - New Occupational Profile and Training Opportunities

Credits

Title

Quality Assurance Plan by
STEP 2 SUSTAINABILITY project partnership

Coordination

CTCP - Centro Tecnológico do Calçado de Portugal

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1. Introduction

The Quality Assurance Plan is a document defined and validated by all partners which contains the actions, activities, tasks and responsibilities for the procedures of quality assurance of the project results, products, impacts, the board of key-indicators and criteria to evaluate the quality of the project outcomes. It involves a methodological framework, templates for collecting data, procedures for application and analysis.

The Quality Assurance Plan is an instruments to be used internally, to orient all the partners and intervenient in project Quality Control.

It contains the integration guidelines of the external evaluator, namely at the level of the activities and responsibilities. The Quality Assurance Plan is a public instrument, available to stakeholders in order to be informed and to evaluate the partners' attentive Quality approach. It's mainly to be used by the partners as guidance on the project Quality control.

i) Objectives of Quality Assurance Plan

The objectives of the Quality Assurance Plan are:

- To assure the quality of the procedures, products, results and impacts, in all WPs and their integration with the overall outcomes;
- To assure that the products meet the Quality standards committed by the consortium and requested/expected by the users (target-audience);
- To follow, control and improve the quality of the project and products, through commitments between all partners of the consortium and internal and external evaluation;
- To define indicators, criteria and procedures for evaluation, collect information from all actors and people involved in the project activities, to analyse, to process and to present the conclusions, to promote internal reflexion, to produce corrective measures, to continue improving.
- To produce documents, namely evaluation reports, available to EACEA and all partner and stakeholders.

ii) Questions of Evaluation

There are "evaluation questions" addressed to the Quality committee and to then external evaluator, as following:

- How are the principles of innovation, empowerment, utility, accessibility, suitability, equality, transferability, enhancement of knowledge on Sustainability, accomplishment of expectations, being incorporated in the project activities, in the products, in the consortium, and in the target-groups and other stakeholders?
- What is the level of satisfaction of the partners, organizations, participants and other entities involved in the project?
- What are the apprenticeship results of the participants in the training, during the piloting phase?
- Which is the impact of the project on the partners, companies involved and participants and in the footwear sector in general?
- How close are the products in development process, to the footwear companies and defined target-groups?
- How feasible and effective is the management structure, communication and decision making? Is the internal and external communication effective and transparent?

iii) Methodology

The Methodology set-out for the Quality Assurance comprehend the following steps:

- The Quality Assurance Plan is coordinated by CTCP who will be responsible for motivating and involving all partners;
- The set-up and evaluation system which involve procedures and tools to collect information from all actors and people involved in the project activities, analyse, process and present the results, to promote internal reflexion, to produce corrective measures, to continue improving;
- The definition of indicators of quantity (Key performance indicators) and quality;

- The integration of an external evaluation – external evaluator will give a free and equal view to the evaluation process, contributing for fair analysis and conclusions;

- Involves companies and other stakeholders in the follow-up of the project results and validation through the “e-poll for feed-back from stakeholders”;

The Quality Assurance Plan of STEP to SUSTAINABILITY project has a range of different components, defined by the partnership, aiming at managing project quality, its time life and transversal to all activities.

2. Dimensions of Quality Assurance Plan

2.1. Quality Committee

The Quality Committee is a group of participants, representing each partner, to whom they were assigned certain obligations, responsibilities, and activities/tasks in the accomplishment of what is stated in Quality Assurance Plan.

Composition

It's composed by one representative from each partner namely:

- CEC – Carmen Arias Castellano
- ISC – Simone Flick
- TULasi – Aura Mihai
- ARS – Matteo Pasca
- INESCOP – Ana Belén Muñoz
- IRCUO – Bostjan Novak
- COKA – Radim Kocourek
- KLAVENESS – Mário Gil Moreira
- CTCP – Rita Souto

Responsibilities

The responsibilities of the members of Quality Committee are the following:

- To participate in meetings;
- To prepare and lead Quality actions defined in the Quality Assurance Plan;
- To agree/engage with the quality criteria defined;
- To define and validate the key-indicators;
- To define the quality indicators for the scoreboard – e-poll for feed-back from stakeholders;
- To mobilize the accomplishment of the quality criteria within their organizations;
- To commit to mobilize external observers for the panel of evaluators;
- To prepare reports and other deliverables concerning the Quality Assurance Plan and submit to validation by the workteam;
- To communicate with the Steering Committee;
- To communicate with external evaluator and to cooperate with him/her;
- To upload to management platform interesting information for the improvement of Quality of the Project;
- To start and maintain internal reflection around the project quality;
- To motivate the continuous improvement.

2.2. Project evaluation system

This product consists in a package involving a methodological framework, templates for collecting data, procedures for application and analysis, and the results of the application - data collected. It's an instruments to be used internally, to orient all the partners and intervenient in the evaluation.

2.3. E-poll for project external observation

The e-poll consists in a package which involves a methodological framework, a board of quality indicators, a panel of observers with expertise and experience in E&T projects and/or footwear and/or sustainability issues invited to collaborate with the partnership in the quality control of the project, its procedures, products, results, impacts.

The electronic tool is integrated in the project website, allowing the observers to accede and punctuate the project progress, products, results, etc, according to a defined criteria (namely innovation, empowerment, utility, accessibility, suitability, equality, transferability, enhancement of knowledge on Sustainability, accomplishment of expectations, etc.). The e-pool works in continue, providing an always updated vision from external expert observers, toward the project and its outcomes and impacts.

It's continually published in the project website:
www.step2sustainability.eu

Although prepared to be used mainly by experts in some or all project dimension – Education and Training, Footwear, Sustainability - this product is also targeted to all the stakeholders as they can provide a more neutral vision of the project progress, products and foreseen impact.

i) Constitution of the panel of observers

The Panel of External Observers should be constituted by external representatives of all stakeholders related to the project, namely:

- Entrepreneur
- Worker
- Sustainability experts
- Footwear associations
- Trade unions
- VET organizations
- Centre of recognition, validation and certification of competencies
- Trainers
- Consultants
- Trainees

Responsibilities of Panel of External Observers

- To follow up the project, its objectives, results and impacts, according to a panel of key-indicators;
- To valorise those indicators – scoreboard - published in the project web-site.

The external observers can contact the project and documentation available in the public area. They can ask for information regarding the project.

2.4. Indicators

i) Quantity indicators

Key indicators for quantifying impact (short time impact) are connected with the number of participants, companies involved, prototypes produced, etc. and are the following:

- People directly involved in Research - 40-50;
- Questionnaires collected – 10 per country;
- Piloting – 30 companies (1-2 people from each company);
- Prototypes 8-10 prototypes (related to work based workshops);
- Involvement of technical trainers and coaches from partners (24 technicians);
- Stakeholders follow-up the project product/results – 10 people (namely those belonging to the panel of external observers);
- Exploitation workshops – 80 people (trainers, technical coaches from others institutions companies, end-users,...) in all 7 workshops to be implemented.

ii) Quality indicators

The indicators suggested by all partners will be part of the scoreboard of the e-pool, automatically published on the project web-site, and are the following.

i. Innovation (%)

It measures the intensity of the presence of new and distinctive features in the project and its outcomes. In fact, what distinguishes them from others with similar characteristics and purposes; Till what extent is there added value and the development of new skills, comparing to conventional answers?

ii. Suitability (%)

It measures how far the project and its outcomes respect the culture, the social experience and the previous knowledge and training of target-audience and the organizations they were developed for and responds to their needs and problems regarding performance, employability. ...

iii. Accessibility (%) or Usability (User-friendly)

It measures the proximity and familiarity of the target-audience and the organizations with the contents, the media and means of using the outcomes, particularly in terms of literacy and technology, clarity and transparency in language,...

iv. Enhancement on knowledge on Sustainability (%)

It measures how the project and its outcomes contributes to develop knowledge and skills in the field of Sustainability, how far it goes with the promotion of Sustainability among the target-audience and organizations. Are the project outcomes suitable to enhance the target-audience knowledge on sustainability within a business? Till what extent the project creates new knowledge on the issue of sustainability

v. Empowerment (%)

It measures the extent to which the organizations and users of the project outcomes were involved in their design and development and to what extent the mentioned outcomes contributes to the integration, autonomy, promotion of participation of the target-audience in their organizational and social contexts.

vi. Equality (%)

It measures the proximity and familiarity of the outcomes to gender equality issues, to the respect of multiculturalism, to the values of the participation and social responsibility of individuals and organizations and the promotion of inclusive situations and realities...

vii. Transferability (%)

It measures the facility and the speed of transfer and acquisition of the outcomes by other organizations and professionals, containing evidences and narratives of experiences that demonstrate the outcomes potential.

viii. Utility (%)

It measures how the value of outcomes is perceived by the organizations and target-audience, how useful they are expected to be, to the target they were developed for.

ix. Accomplishment of the Expectations (%)

It measures how close the real outcomes accomplish the expectations created by the project communication during dissemination, namely through project website, news-letters, events and other marketing communications tools. Do they match the expectations? In what extent?

2.5. External evaluation

The integration of an external evaluation in the Project evaluation team, will give a free and neutral view to the evaluation process, contributing for a more fair analysis and conclusions, analysing all the information collected, providing additional information if needed (perform interviews, etc.) and contribute for the reports. It's a collaborative evaluation with the coordinator and the Quality Committee.

The roles and obligations/responsibilities of the external evaluator is defined in the documents "Specification for the project evaluation procurement".

2.6. Reports

The Quality Assurance Plan predicts the production of 4 reports:

- First evaluation report centred on expectations;
- 1st intermediate evaluation project report including the whole 1st year project after the first products to be delivered, provides a comparative analysis with the expectations;
- 2nd intermediate evaluation project report including all the information related to 2nd year project, during the piloting;
- Final evaluation project report including all information related to the whole project.

All reports represent the common work of the coordinator, the external evaluator (except the first report) and the partner, analysis, comparing validating information collected from target-groups and organization, internal staff, all stakeholders. The reports are public – the commitment to Quality performed by all partners is opened.



Lifelong
Learning
Programme

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How to implement Sustainable Manufacturing in Footwear - new occupational profile and training opportunities

The project ***STEP to SUSTAINABILITY*** aims at:

Developing a new qualification profile
and correspondent training in the field
of sustainable manufacturing.

Training technicians with knowledge and
skills to implement manufacturing
strategies envisaging the sustainability in
Footwear and Leather goods.

www.step2sustainability.eu