

„Flexible Quality Development“

a sub-project of
„learning metropolitan region hamburg“
conducted by Weiterbildung Hamburg e.V.

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Overview

- ✚ General outline of the project
- ✚ Critical factors for success
- ✚ Positive influences on the project
- ✚ Challenges/ Risks
- ✚ Conclusion



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Imh-Sub-Project „Flexible Quality Development“



Objectives:

- ↪ continuous quality development inside the participating training companies
- ↪ cooperation and quality of education throughout the region
- ↪ sustainable development



Participants:

23 Further Training companies in Hamburg



Duration of the project:

March 2003 to September 2005



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Flexible Quality Development in Further Training Companies

Organizational Self-Assessment
with shared assessment tool

Comparison of results inside the group and Action Planning

Quality through cooperation
Exchange of “good practices”
and cooperation in optimization projects

**Trial, implementation and controlling
of processes and instruments**

approx. 1 year








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Critical factors for success

-  Holistic view of quality management as an organizational development process
-  Closed group of participating organizations as basis for cooperation
-  Commitment for the entire duration of the project: 2.5 years
-  Written legal contract as „backbone“ of the project
-  Work on different levels of organizations: senior management and quality managers as well as staff (employee participation)




Positive influences on the project

-  Pending quality requirements of the German Federal Employment Agency
-  Project management by well known umbrella organization (Weiterbildung Hamburg e.V.) as facilitator and guardian of rules and processes
-  Advantages of cooperation become more and more visible e.g. synergies, sharing of problems, gaining new perspectives and also public relation effects.

Challenges and risks

- ✚ Commitment and interest of senior managers has to be continuously renewed
- ✚ Positive outcome of the project has to be continuously proven e.g. by PR-activities, Logotype etc.
- ✚ Critical economic situation makes it difficult for training providers to contribute personnel and financial resources
- ✚ Staff of training providers are frustrated by lay offs and therefore hard to motivate
- ✚ Quality managers leave there companies and have to be replaced → group has to adjust to new members and new people have to be brought up to speed quickly

Conclusion

-  **External pressure is one of the most propelling forces for quality development**
e.g. quality requirements issued by buying customers
-  **Cooperative work on change processes like quality development** provides organizations with an outside view and prevents their internal projects to sink into oblivion
-  **Initial public funding** and its involved report duties helps collective change projects to stay on track



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Thank you for your attention!



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