Q-CA·S·E

Findings of the survey on the implementation of quality standards in apprentice training centres belonging to the CCCA-BTP[1] network (FR)

Profile of the organisations that responded to the survey

Training Centre (CFA-BTP) locality	Person who responded to the survey	Training Centre (CFA-BTP) locality	Person who responded to the survey
Agen	Poulier Jean-François	Noisy le Grand	Desercy Xavier
Agnetz	Laplace Gérard	Ocquerre	Davis Philippe
Alençon	Chemin Marie-Annick	Orléans	Germain Pascal
Antibes	Oldani Bruno	Pau	Miffurc Christian
Arches	Marcadella Raoul	Perigueux	Mousnier Hubert
Bellerive sur Allier	Mezure Jean-François	Perpignan	Baron Laurent
Bourg en Bresse	Fayard Pascal	Plérin	Seck Momar
Bourgoin-Jallieu	Ripart Dominique	Poitiers	Steckowski Christophe
Brétigny sur Orge	Gomez Pierre	Pont-à-Mousson	Sosoe Clément
Caen	Costard Denis	Quimper	Rouas Pierre
Charleville-Mézières	Goin Pascal	Reims	Christe Jean-Michel
Chartres	Depras Alain	Roubaix	Pittalis Patrick
Châteauroux	Rodet Michel	Rouen	Pradès Richard
Chaumont	Goldemberg Jean- Philippe	Rueil Malmaison	Leymarie Eric
Clermont-Ferrand	Desprez Marie-Christine	Saint-Alban Leysse	Martirossian Didier
Coutances	Chappaz Jean-Claude	Saintes	Moyne Michel
Dieppe	Vevert Michel	Saint-Etienne	Quelennec Jean-Herlé
Evreux	Bottiau Bernard	Saint-Gregoire	Rouille Jean-Marc
Le Puy-Bains	Deblonde Jean Luc	Saint-Herblain	Barbier Yves
Lézignan-Corbières	Mascarin Guy	Saint-Pierre des Corps	Lisi Valérie
Marzy	Fabien Alain	Toulon	Tassy Gilbert
Montpellier	Spalletti Ugo	Troyes	Lejeune Pascal
Morcenx	Landrieux Eric	Tulle et Limoges	Fraysse Georges
Nangis	Fontaine Alain		

Total sampling: 47 training centres

---

[1] *Comité central de coordination de l'apprentissage du bâtiment et des travaux publics* (French national body for the coordination of the 100 leading training centres for the training of apprentices in the building and public works sectors)

Indicate which kind of training is primarily supplied (tick all the relevant boxes)
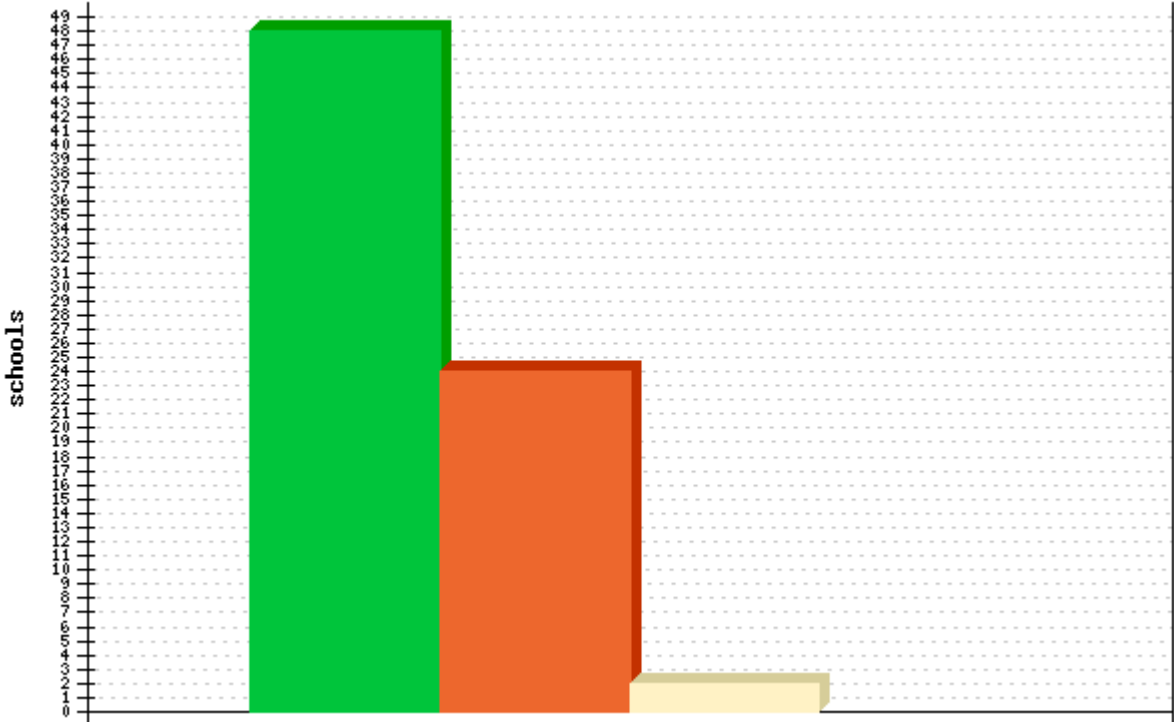
Initial Vocational Training (Or Basic):
48 (*98% training centres*)

Lifelong Vocational Training:
24 (*49% training centres*)

Advanced Training:
2 (*4% training centres*)

Answers: 74 - Total sampling: 47 training centres

As can clearly be observed, the number of responses exceeds the number of organisations that responded to the survey (47 establishments, 74 responses). Thus, the diagram (pie chart) is not significant and should not be taken into account. Here is our interpretation:

- all of the apprentice training centres in the CCCA-BTP network provide initial training (which is not surprising as this is their main mission);

- moreover, very few training bodies in the CCCA-BTP network offer training that could be described as "advanced", i.e. two of the 47 surveyed (strictly speaking, the 48th, i.e. CIEP-CR2i[2] is not a training body);

- half of the training bodies in the CCCA-BTP network (24 of 47 that responded to the survey) provide in-service training for employees in the construction sector; however, this activity remains marginal as compared with the provision of initial professional training for apprentices.

2. Current situation and planning

Witch of these following Quality systems use:
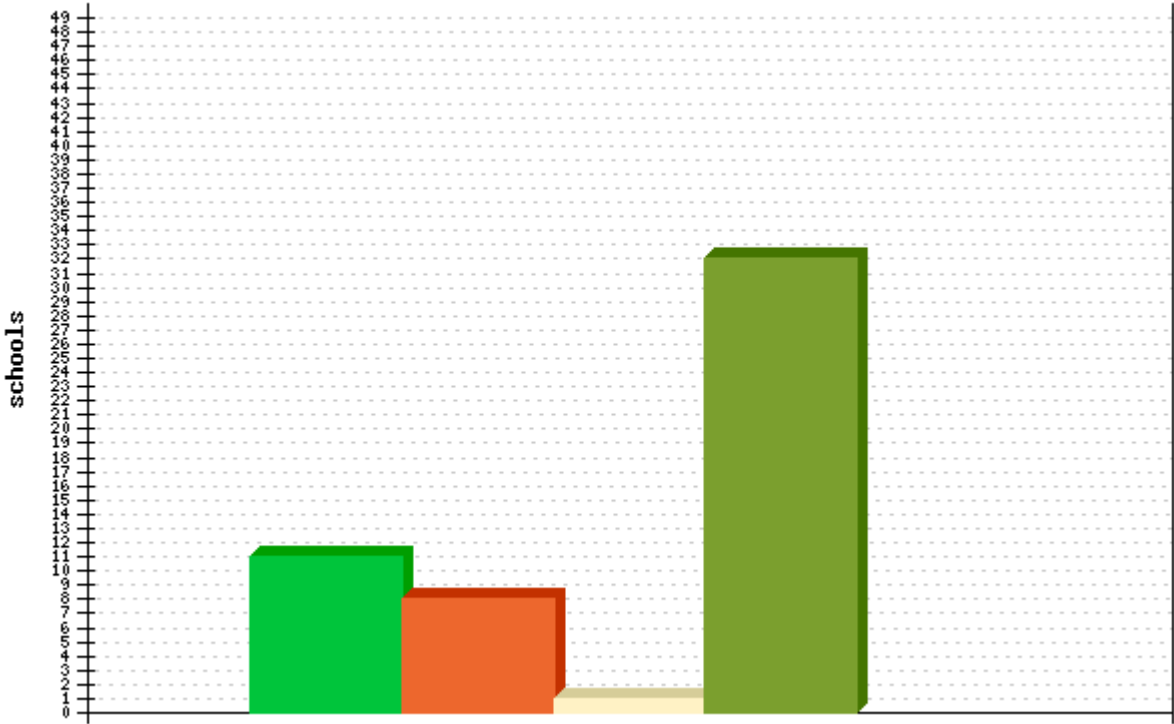
Compulsory certification system:
11 (*22% training centres*)

Voluntary certification system:
8 (*16% training centres*)

Compulsory accreditation procedures:
1 (*2% training centres*)

---

[2] *Le Centre International d'Etudes Pedagogiques (CIEP) – Centre de Ressources et d'Initiatives pour l'International (CR2I)* (International Centre for Educational Studies – Resource and Initiatives Centre for International Matters)

None Quality or accreditation system:
32 (*65% training centres*)

Answers: 52 - Total sampling: 47 training centres

Does your institution use one of the following Quality systems?:
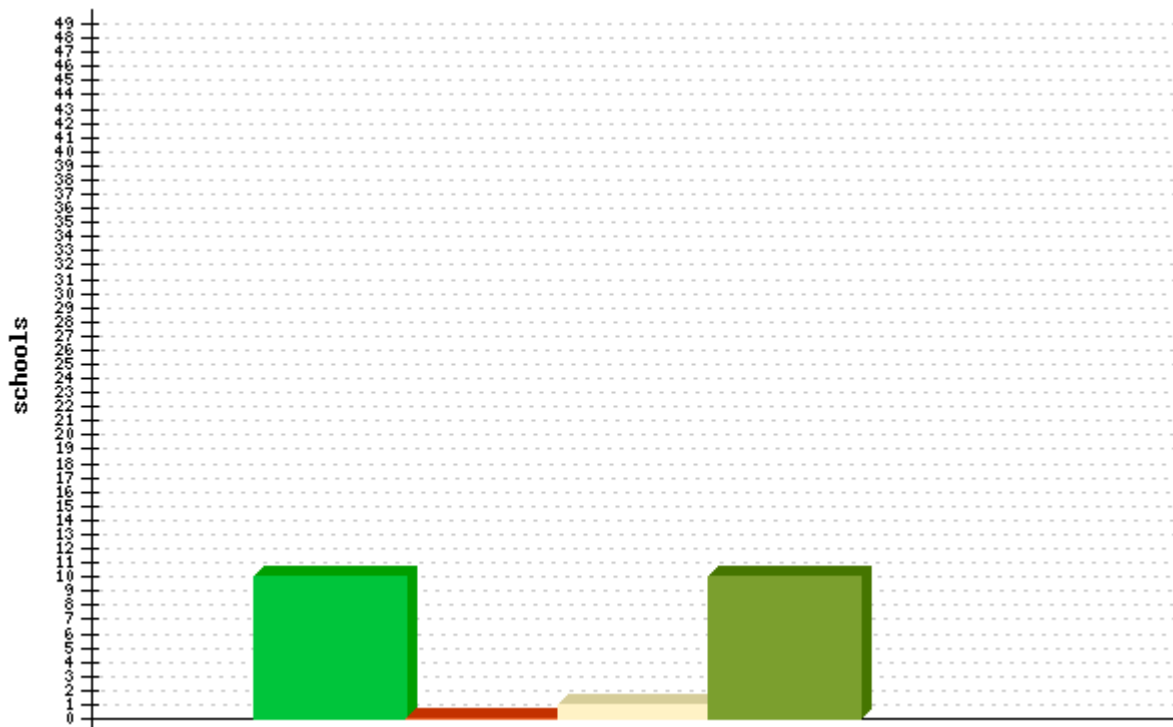
ISO (International standard organisation):
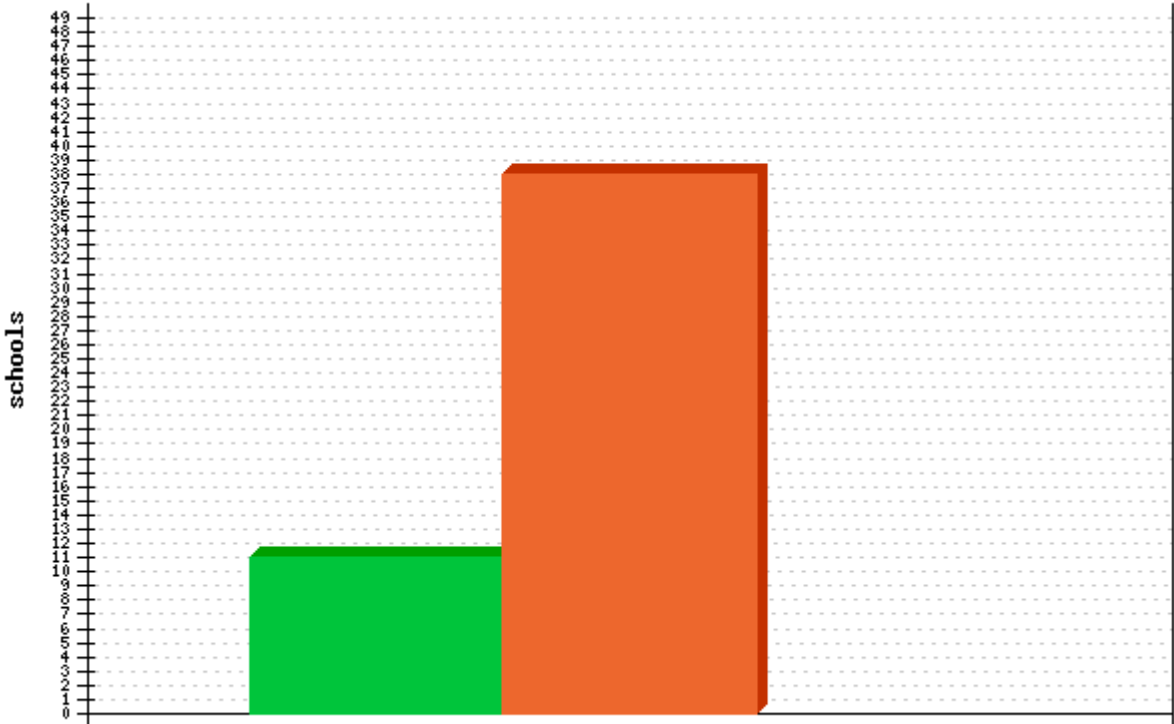10 (*20% training centres*)

EFQM (European foundation for quality management):
0 (*0% training centres*)

CQAF (Common quality assurance framework):
1 (*2% training centres*)

Other Quality system or training qualification plan (specify): :
10 (*20% training centres*)

Answers: 21 - Total sampling: 47 training centres

Are you aware of the existence of a Common Quality European Framework for training called CQAF (Common Quality Assurance Framework)?
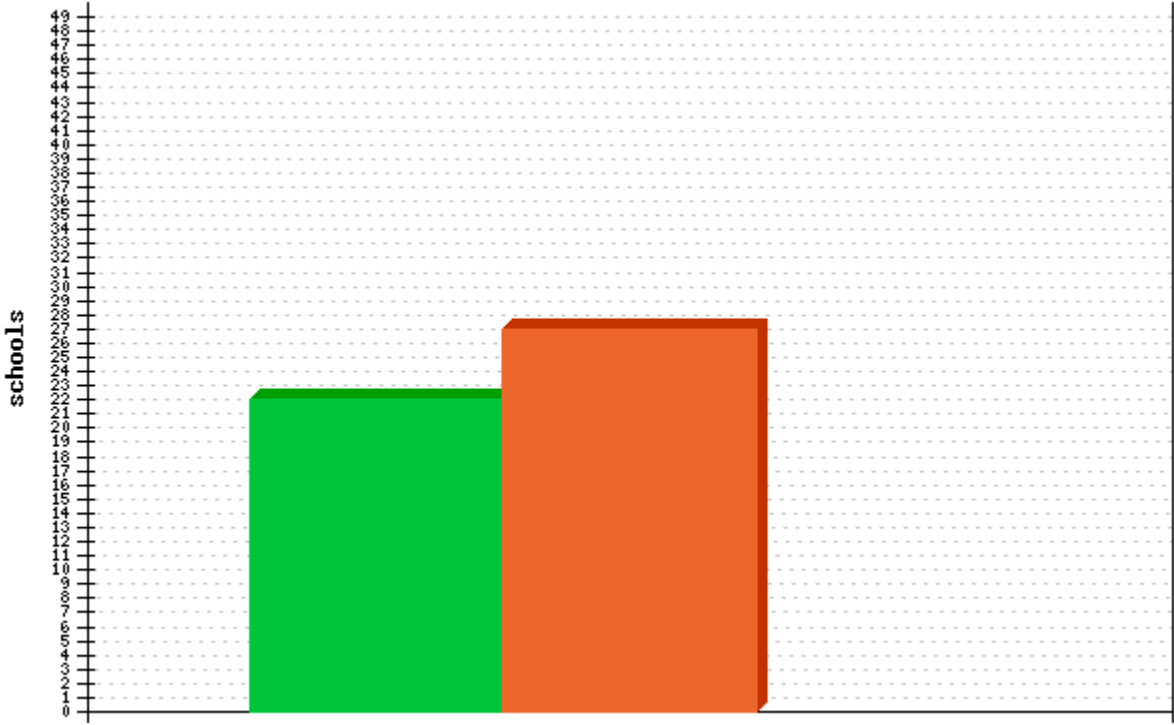

Yes:
11 (*22% training centres*)

No:
38 (*78% training centres*)

Answers: 49 - Total sampling: 47 training centres

**Are you providing to use a Quality System shortly?**

Yes:
22 (*45% training centres*)

No:
27 (*55% training centres*)

Answers: 49 - Total sampling: 47 training centres

Is there a strategic plan, not a European one but a national, regional or local one, aimed at including the implementation of a Quality system/plan in substantial quality assurance procedures? If yes, who is responsible for the system implementation?
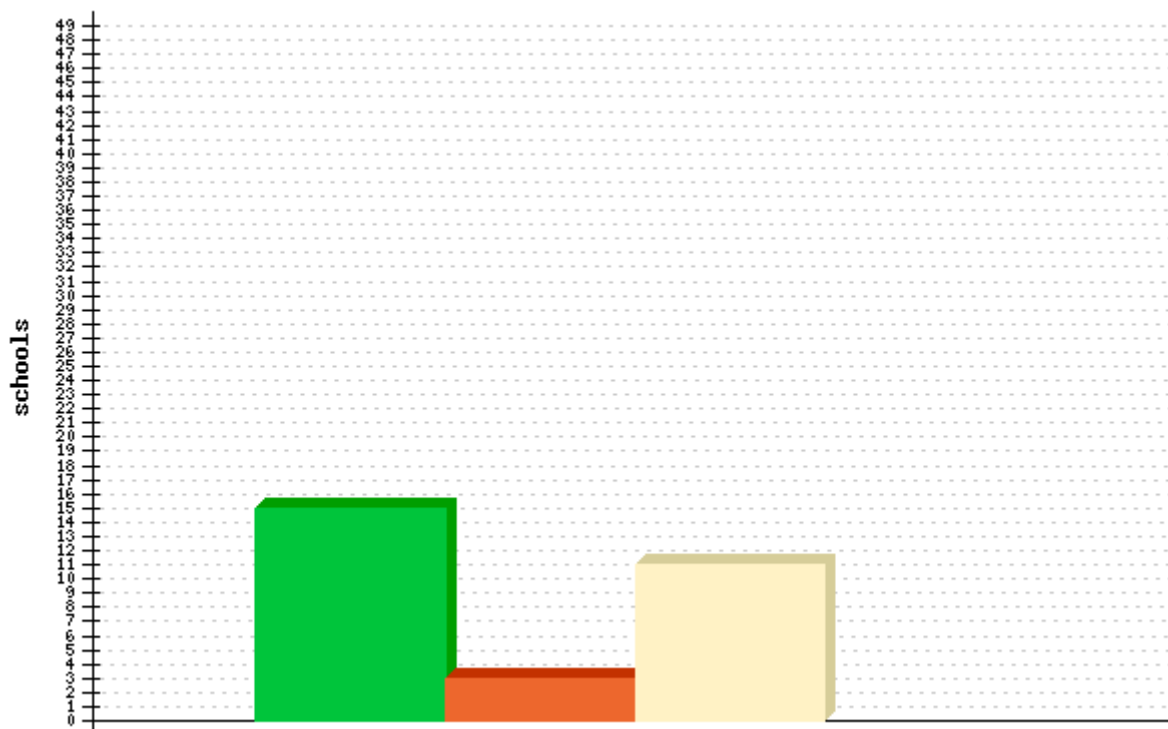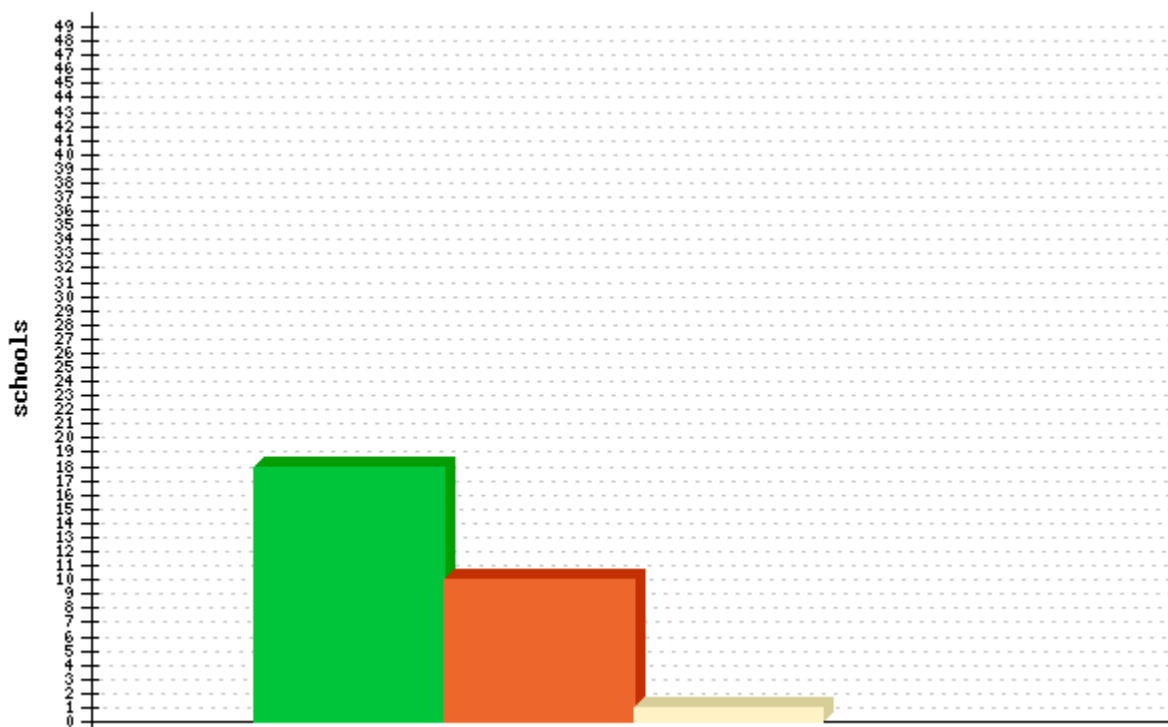

Yes:
15 (*31% training centres*)

No:
3 (*6% training centres*)

Don't know:
11 (*22% training centres*)

Answers: 29 - Total sampling: 47 training centres

Is there a planned strategy for the implementation of the qualification programme that foresees the support of the training organisations (through guidelines, thematic seminars, workshops)?
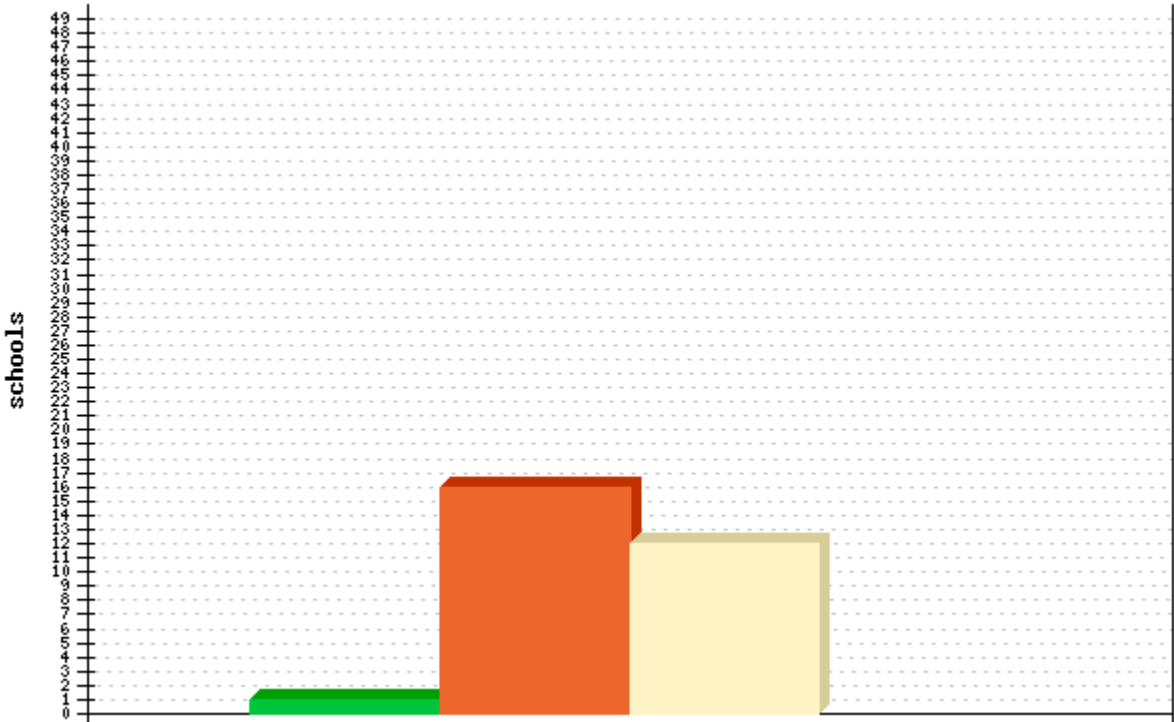

Yes:
18 (*37% training centres*)

No:
10 (*20% training centres*)

Don't know:
1 (*2% training centres*)

Answers: 29 - Total sampling: 47 training centres

Are European qualification criteria included in the national and/or local procedures?
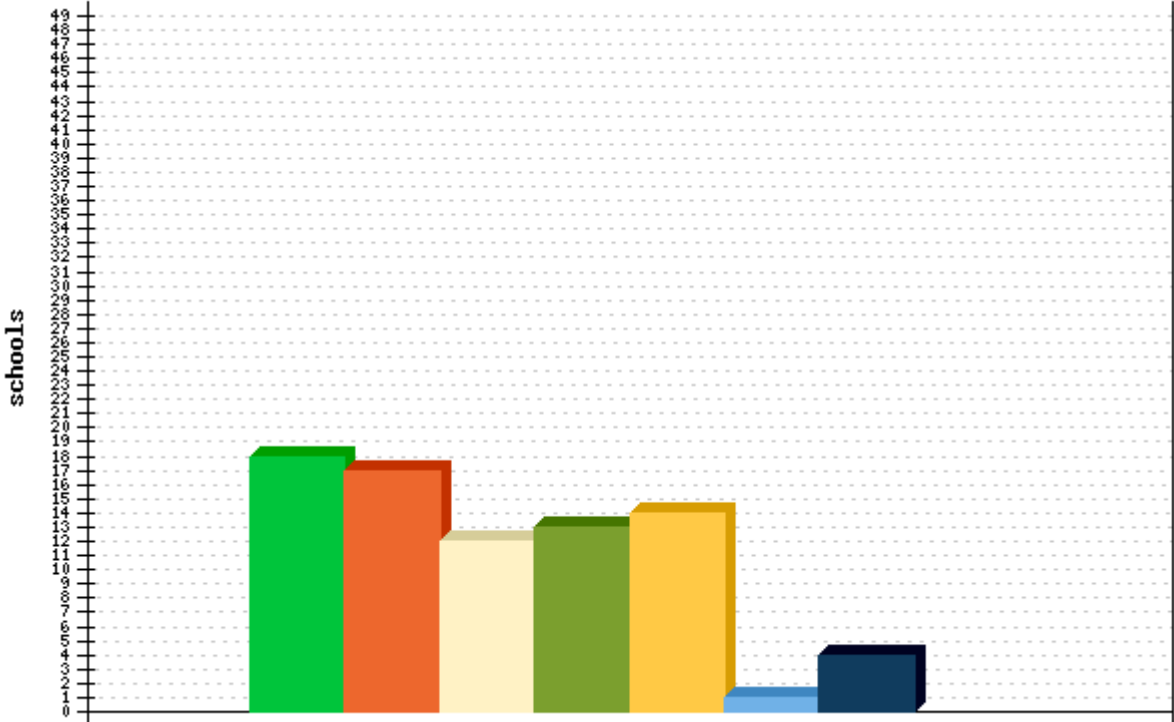

Yes:
1 (*2% training centres*)

No:
16 (*33% training centres*)

Don't know:
12 (*24% training centres*)

Answers: 29 - Total sampling: 47 training centres

Does your institution use one or more of the following tools/ practises related to the quality assessment of its own training action (indicate the coherent answer/s)?

Assessment questionnaires of learner satisfaction:
18 (*37% training centres*)

Internal audits:
17 (*35% training centres*)

Quality and exchange groups involving teachers:
12 (*24% training centres*)

Teachers monitoring practises:
13 (*27% training centres*)

Intervision practises among colleagues:
14 (*29% training centres*)

Other (specify): :
1 (*2% training centres*)

No tool/practise:
4 (*8% training centres*)

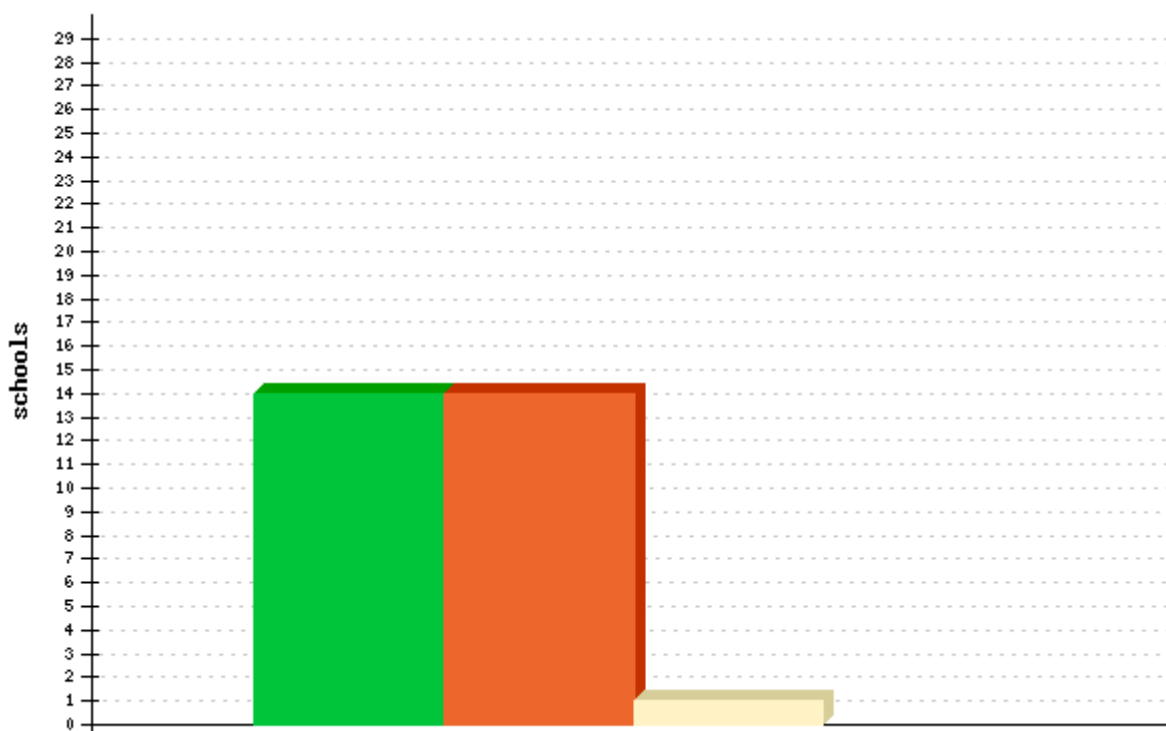Answers: 79 - Total sampling: 47 training centres

The survey highlights the fact that the majority of organisations (over 60 percent) do not implement quality standard systems as defined in the context of the study carried out. However, this does not mean that no standards at all are implemented. On the contrary, each training centre in the CCCA-BTP network is subject to compliance with educational and financial quality standards which are defined by the CCCA-BTP and contractualised in the form of agreements. Other agreements known as "quality contracts"(*contrats qualité*) are entered into between the training centres and the regional councils in France (the other co-financier of apprentice training in the building and public works sector). As opposed to this, few organisations have ISO certification (less than 20 percent at national level) and the CQAF (Common Quality Assurance Framework) standard is almost never implemented despite the fact that over 20 percent of the training centres in the CCCA-BTP network know about it. It is also interesting to note that the rapid establishment of a quality standard system is not seen as a priority by the majority of the training centres. In fact, most of them have no real interest in this issue and are unaware whether a national, regional or local project will be promoted. It may be assumed, however, that the question asked was understood as concerning new quality standards in addition to those already in force within the CCCA-BTP network. In the majority of cases in which the standards are being implemented, the director is indicated as the individual directly responsible for their implementation. In conclusion, it should be noted that the internal standards applicable within the CCCA-BTP network and the quality contracts entered into with the regional councils constitute the main basis for the implementation of quality procedures in the training centres belonging to the network. The other procedures and standards, including the European standards, are only being implemented on an experimental basis. However, it is interesting to note that the majority of establishments have adopted organised and regular practices in relation to the evaluation of the quality of the training activities provided. Of these formalized practices, the following are worthy of note:

- trainee satisfaction questionnaires,

- internal audits.

Current practices in the CCCA-BTP network also include the comparison of practices among colleagues, "quality" working groups and the observation of the educational practices of trainers.

3. Evaluation and implementation procedures

Are data on the implementation of the quality system/plan regularly collected and processed (e.g. regular non- compliance survey based on a predefined list; costs standards/ parameters survey; papers updating survey)?
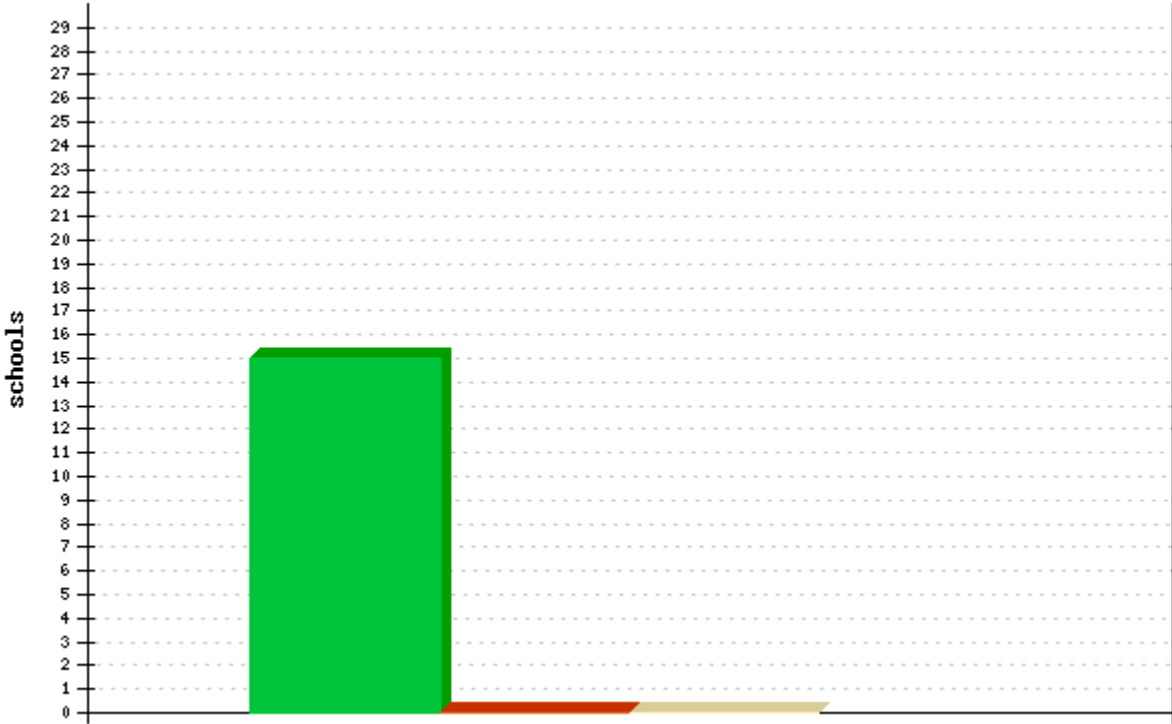

Yes:
14 (*48% training centres*)

No:
14 (*48% training centres*)

Don't know:
1 (*3% training centres*)

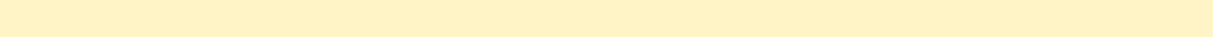Answers: 29 - Total sampling: 29 training centres

Are these data processed and is a regular feed-back supplied to the specific players involved (e.g. is a quality report distributed to the specific players; are meetings held based on a data analytical document)?
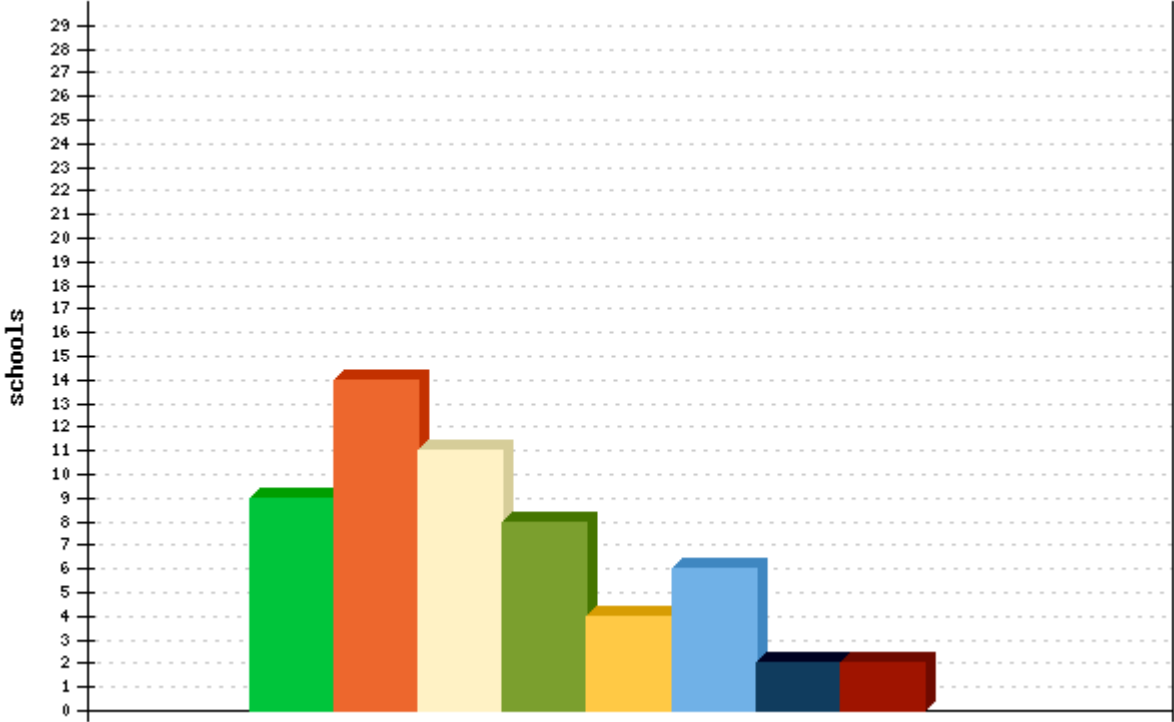

Yes:
15 (*52% training centres*)

No:
0 (*0% training centres*)

Don't know:
0 (*0% training centres*)

Answers: 15 - Total sampling: 29 training centres

What are the specific players involved (indicate the coherent answer/s)?

People undergoing training:
9 (*31% training centres*)

Trainers:
14 (*48% training centres*)

Business tutors:
11 (*38% training centres*)

Single Business:
8 (*28% training centres*)

Trade Unions:
4 (*14% training centres*)

Employers organisations:
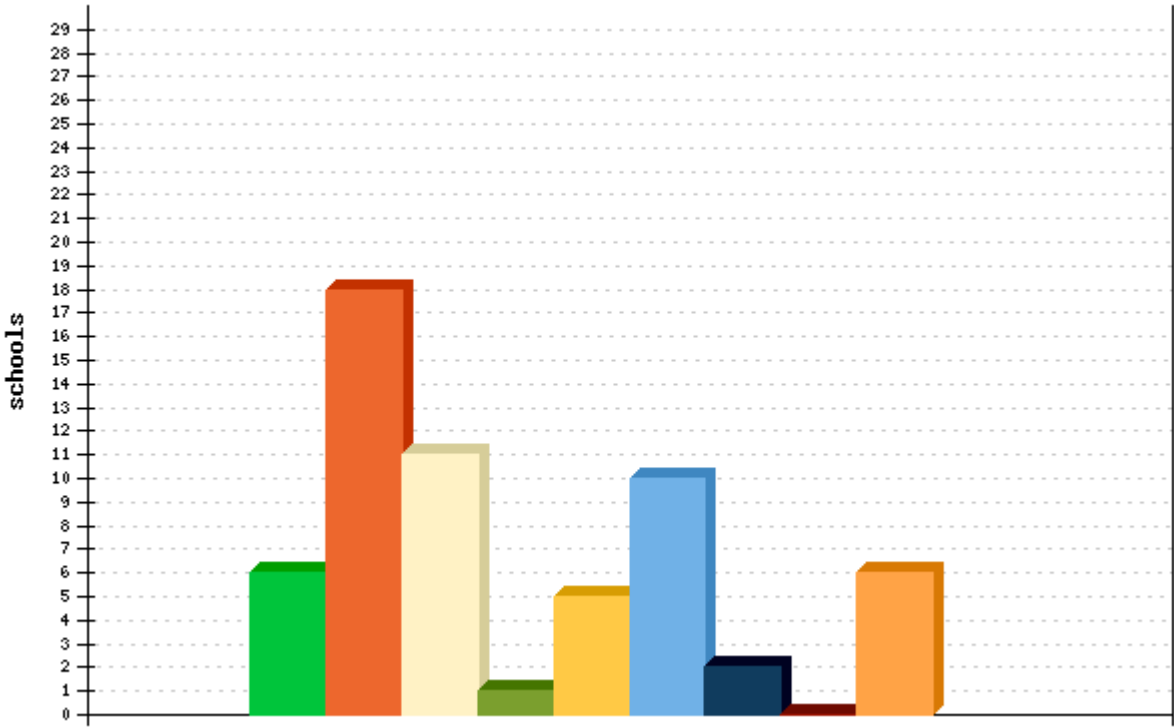6 (*21% training centres*)

Specific Public Administration:
2 (*7% training centres*)

Other (specify): :
2 (*7% training centres*)

Answers: 56 - Total sampling: 29 training centres

Does the evaluation process of the Quality system/plan foresee specific procedures through the adoption of (indicate the coherent answer/s):

Check-list monitoring system:
6 (*21% training centres*)

Internal periodical inspections:
18 (*62% training centres*)

External periodical inspections:
11 (*38% training centres*)

Web survey system:
1 (*3% training centres*)

National standard related to process input and output:
5 (*17% training centres*)

Self evaluation procedures:
10 (*34% training centres*)

Benchmarking (comparison between performance and choices of other organisations of equal status):
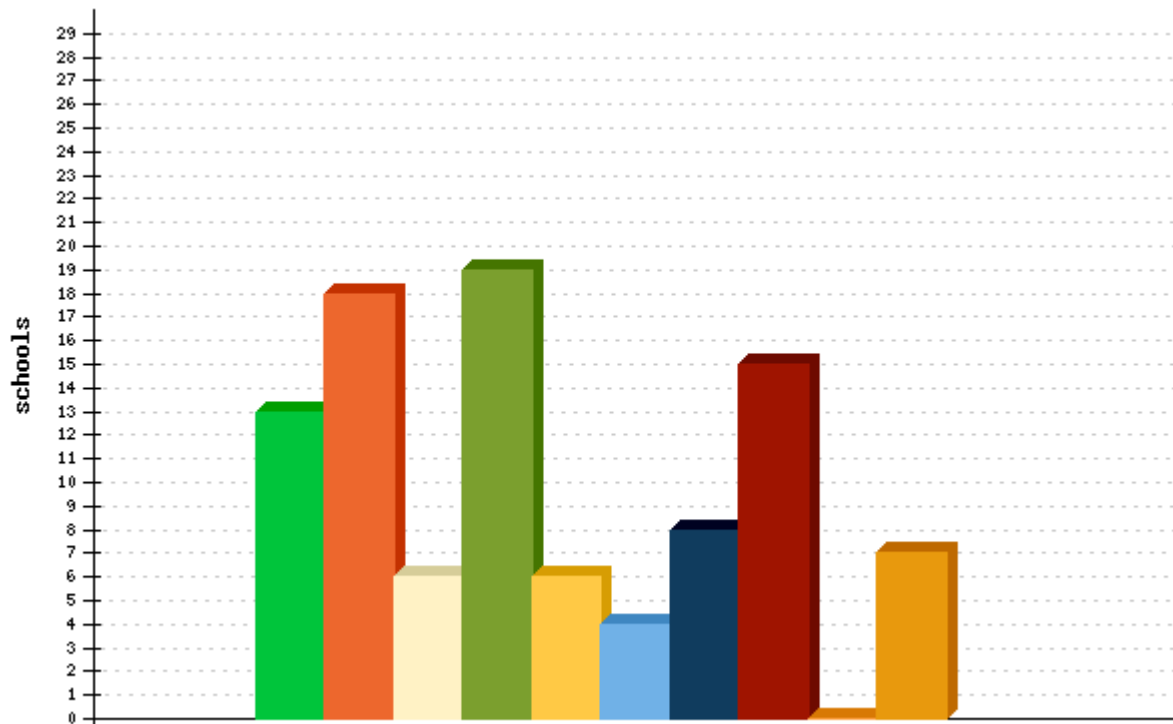2 (*7% training centres*)

Other (specify): :
0 (*0% training centres*)

No procedure:
6 (*21% training centres*)

Answers: 59 - Total sampling: 29 training centres

Does the evaluation process of the Quality system/plan foresee the regular survey of a series of monitoring and evaluation <u>criteria</u> such as (indicate the coherent answer/s):

Relevance (this criterion defines the relation between the objectives of the involved players and their needs):
13 (*45% training centres*)

Efficacy (it allows you to make a comparison between the objectives and the results obtained):
18 (*62% training centres*)

Efficiency (it allows you to compare the training cost and its efficacy):
6 (*21% training centres*)

Compliance (it allows you to assess the difference between what has been foreseen and what has been achieved):
19 (*66% training centres*)

Acceptability (it allows you to determine the extent to which the players have supported the choices that have been made, the objectives, the procedures):

6 (*21% training centres*)

Synchronism (it allows you to determine the timeliness of the decisions that have been made according to the problems found):
4 (*14% training centres*)

Compatibility (it allows you to determine the adaptation level of training to its context):
8 (*28% training centres*)

Consistency of the training structure (it studies the relation between politics and the training system and process):
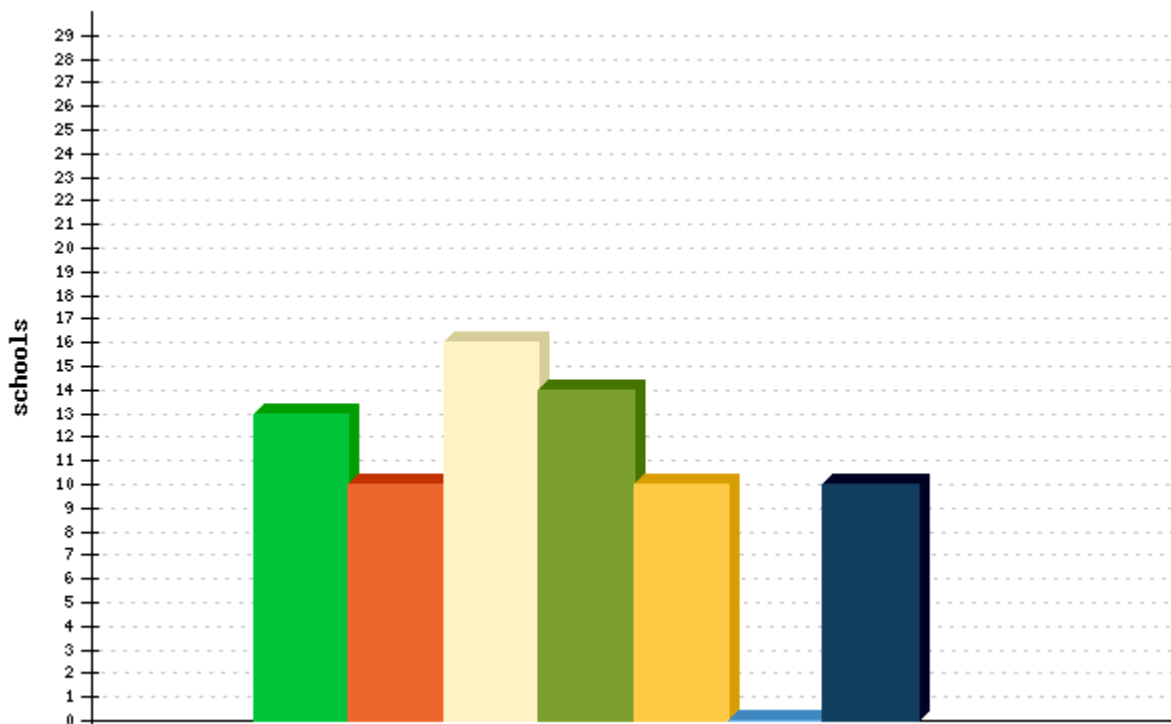15 (*52% training centres*)

Other (specify): :
0 (*0% training centres*)

No criterion:
7 (*24% training centres*)

Answers: 96 - Total sampling: 29 training centres

Does the evaluation process of the Quality system/plan foresee the regular survey of a series of monitoring and evaluation <u>indicators</u> such as (indicate the coherent answer/s):

Relation between training objectives, employed resources, certification and players' needs.:
13 (*45% training centres*)

Adaptation of the training system suggested for the users and some of their characteristics:
10 (*34% training centres*)

Achievement of the objectives according to users and experts:
16 (*55% training centres*)

Consistency among some internal training characteristics (e.g.: objectives, resources, access, programme structure, contents):
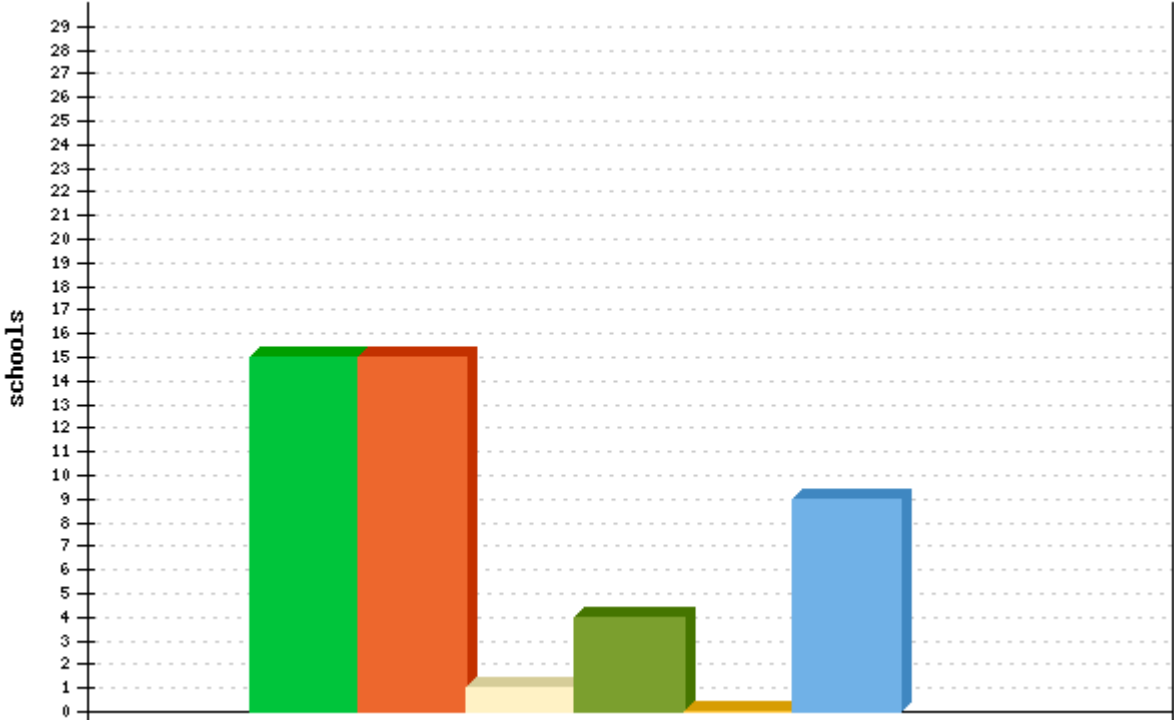14 (*48% training centres*)

Activity management (e.g. the responsibility of the players involved in the management - users, experts, agents - and their satisfaction level):
10 (*34% training centres*)

Other (specify): :
0 (*0% training centres*)

No indicator:
10 (*34% training centres*)

Answers: 73 - Total sampling: 29 training centres

How are people involved in the Quality system/plan driven to an active collaboration (indicate 3 answers maximum)?

Possibility for those who actively participate to impact on decisions:

15 (*52% training centres*)

Increase in personal professional competence:
15 (*52% training centres*)

Economic incentives:
1 (*3% training centres*)

Delegation and/or assignment by the social partners or the Public administration:
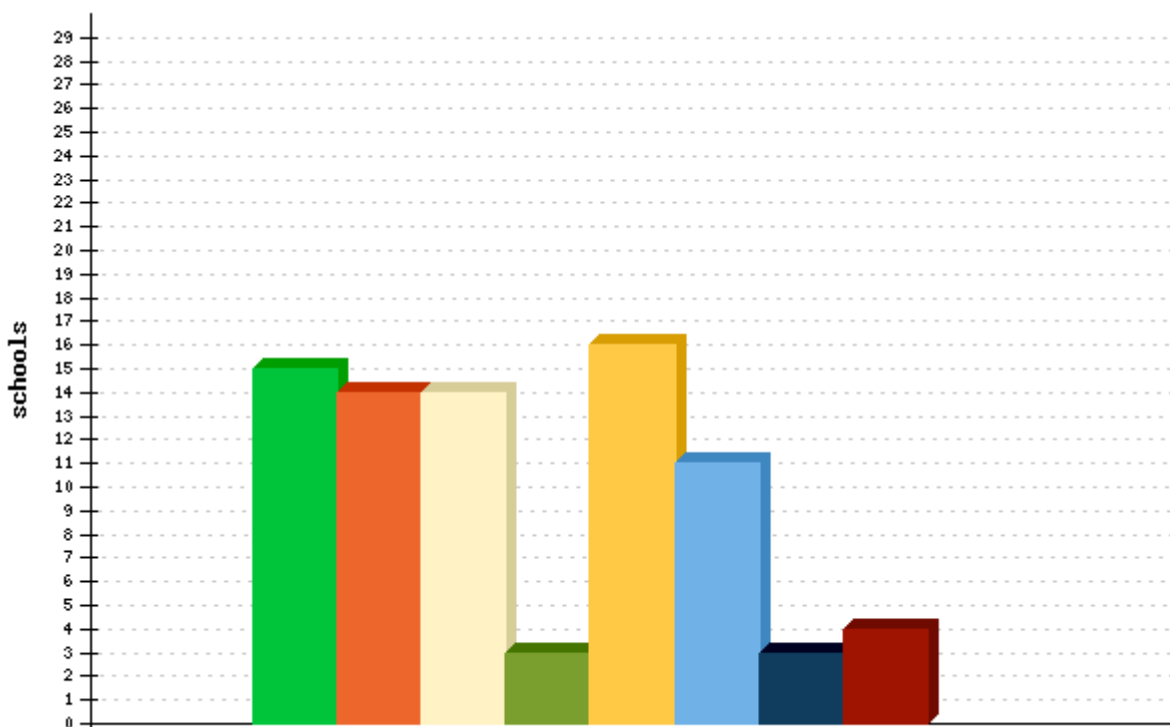4 (*14% training centres*)

Other (specify): :
0 (*0% training centres*)

No specific motivation procedure:
9 (*31% training centres*)

Answers: 44 - Total sampling: 29 training centres

Which ones among the following organisation improvements (examined and assessed) have been observed after the implementation of the Quality system/plan?

Greater learner satisfaction:
15 (*52% training centres*)

Greater trainer satisfaction:
14 (*48% training centres*)

Higher performance in exams:
14 (*48% training centres*)

Cost reductions:
3 (*10% training centres*)

Improvement of training planning:
16 (*55% training centres*)
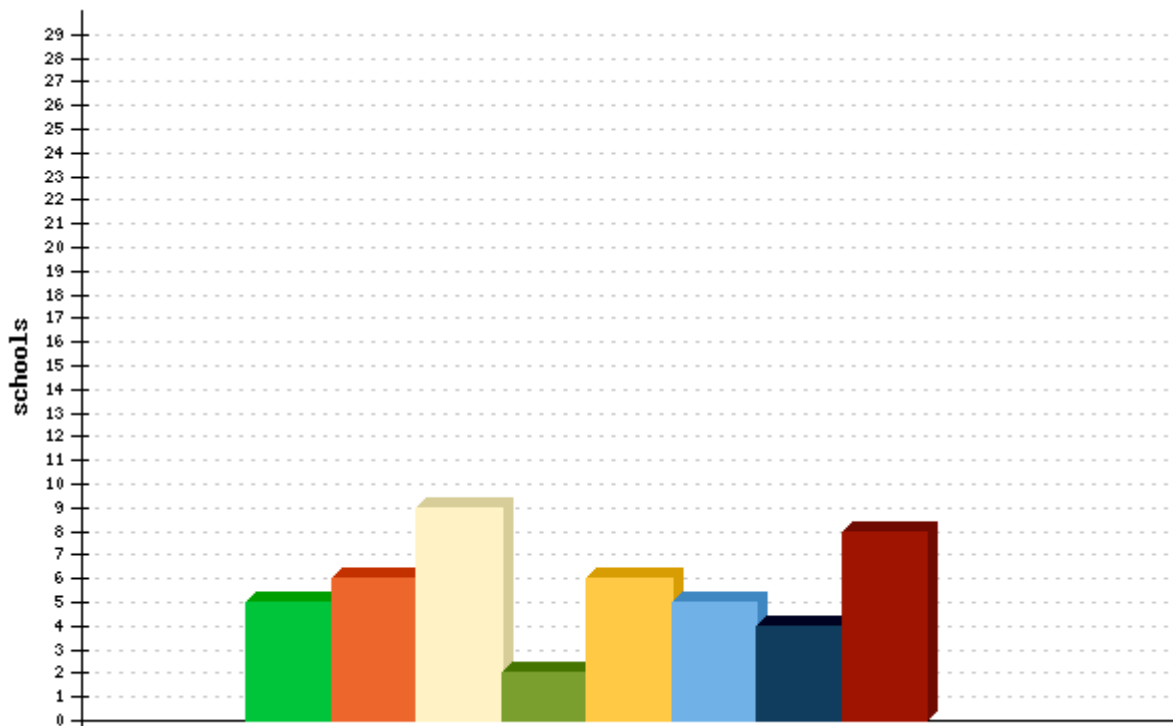
Reduction in mistakes and non-compliance:
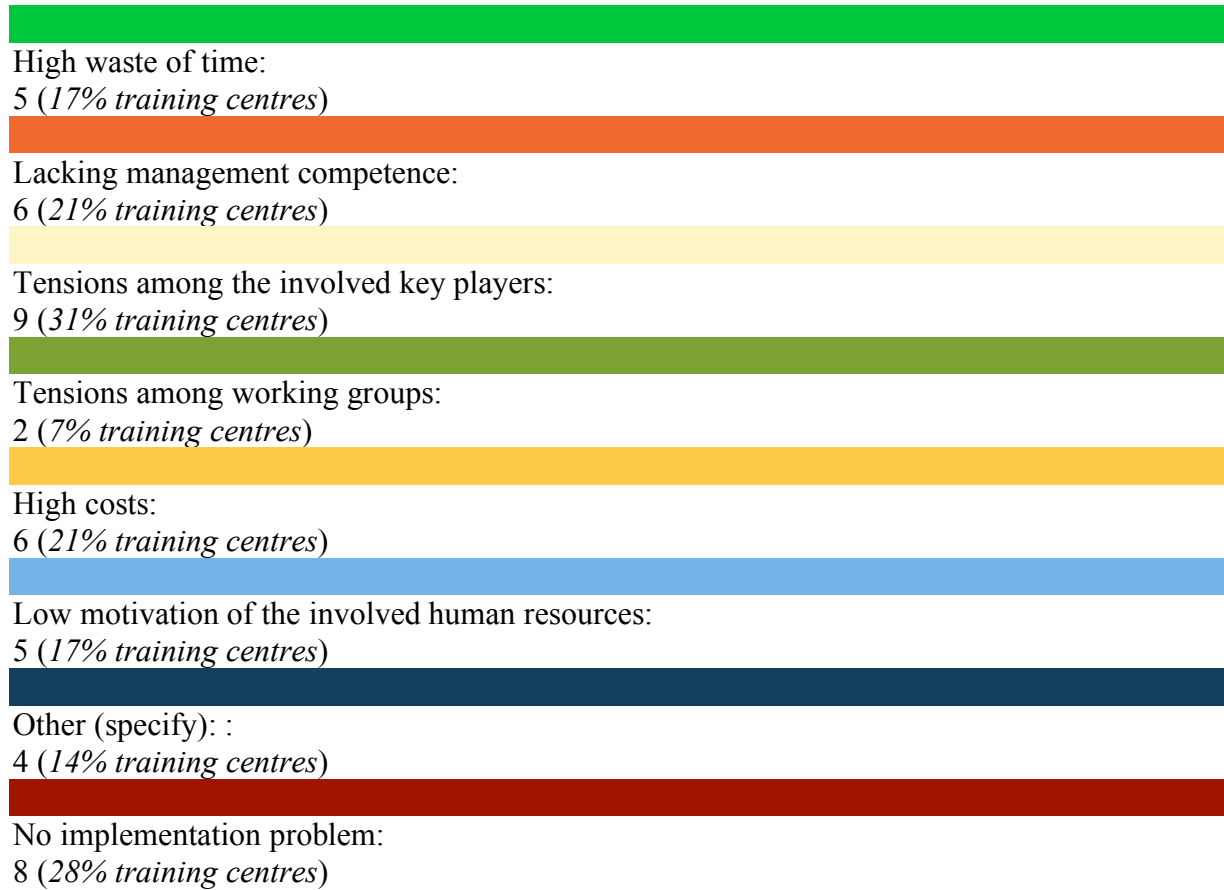11 (*38% training centres*)

Other (specify): :
3 (*10% training centres*)

No improvement:
4 (*14% training centres*)

Answers: 80 - Total sampling: 29 training centres

Have you experienced one or more of the following problems in the implementation of the Quality system/plan that could compromise the result (indicate the coherent answer/s)?

High waste of time:
5 (*17% training centres*)

Lacking management competence:
6 (*21% training centres*)

Tensions among the involved key players:
9 (*31% training centres*)

Tensions among working groups:
2 (*7% training centres*)

High costs:
6 (*21% training centres*)

Low motivation of the involved human resources:
5 (*17% training centres*)

Other (specify): :
4 (*14% training centres*)

No implementation problem:
8 (*28% training centres*)

Answers: 45 - Total sampling: 29 training centres

Which factors could help to make the Quality Plan more efficient and shared (indicate 4 answers maximum)?
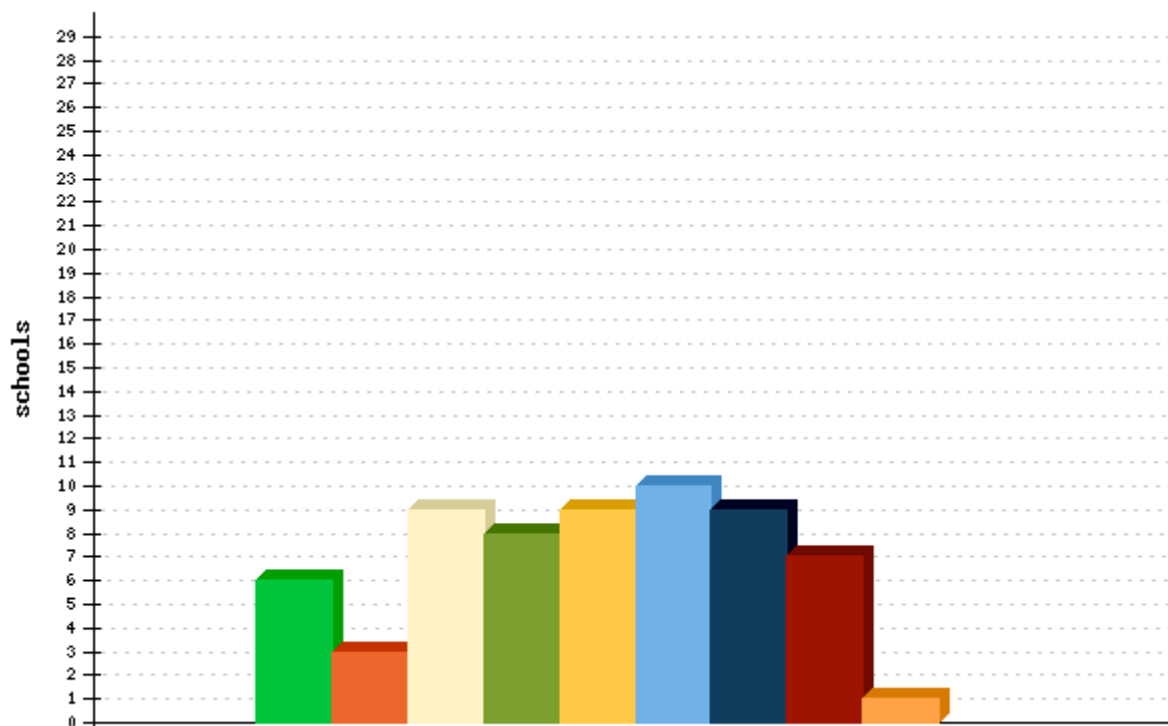
More cooperation among the different Vet levels:
6 (*21% training centres*)

A more substantial approach towards a European Common Framework by the public Administration:
3 (*10% training centres*)

A more substantial approach towards a European Common Framework by the VET organizations:
9 (*31% training centres*)

A more substantial approach towards a European Common Framework by the social partners:
8 (*28% training centres*)

Greater leadership identification:
9 (*31% training centres*)

Greater and more widespread dissemination of information:
10 (*34% training centres*)

More support materials (guidelines, manuals, leaflets etc.):
9 (*31% training centres*)

More support and assistance services:
7 (*24% training centres*)

Other (specify): :
1 (*3% training centres*)

Answers: 62 - Total sampling: 29 training centres

The analysis of the organisations that regularly implement quality procedures confirms that half of them undertake systematic analyses of the feedback they receive. Furthermore, there is general consensus among the actors involved in these procedures with regard to the fact that they receive sufficient feedback. The organisations indicate that there is no predominant profile with regard to the actors involved in the procedure: even if the management teams and trainers are the groups most frequently represented, everyone participates. The administrators of associations for the management of the training bodies see themselves as equally involved in the procedure. In the organisations that responded to the survey, the system evaluation process is mainly based on regular internal and external inspections (the latter being carried out by the CCCA-BTP and the regional councils' training services). Based on the results of the survey, it is not possible to observe the emergence of any significant trends in relation to the impact of the process on a specific type of improvement. Nonetheless, the most commonly cited results are:

- improved management of training courses,

- better exam results,

- improved trainer satisfaction.

In the view of five percent of the organisations that implement them, the quality procedures are not worthwhile. The main factors cited as rendering these procedures difficult are:

- tensions between the main actors involved,

- a lack of competence in the management of the system,

- poor team motivation,

- disproportionate costs in relation to the results.

To remedy this, it would be primarily necessary to ensure:

- the broader and more accessible dissemination of information on the advantages of the quality procedure, including more support publications,

- generally, a more dynamic policy for the promotion of this process (at all levels, including European level).

4. Final suggestions

Many training centres in the CCCA-BTP network are interested in all quality procedure, however the quality standard procedures remain too abstract for them. The survey shows that the advantages of such procedures are still not obvious and are too costly in terms of their expected results. In general, the non-standardised "old quality" procedures are given priority by the majority of the organisations while the more ISO-type procedures are viewed as cumbersome and opaque and as not guaranteeing any true improvement. In summary, their concerns are not persuasive from the perspective of the training centres which responded to the survey.