QA model in a Dutch school;

a good practise

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Presentation:

1) Introduction Margrieta and Landstede Group in The Netherlands

2) Quality Culture…

3) Our need to improve

4) Our Approach: The 0-measuring of teams

5) What did we need?

6) Our method

7) Our Quality tools and models

8) What we learned

9) Where are we now?

10) Rounding up

11) Are you looking for tools? For free at: www.qual4t-project.org

Introduction:

Me
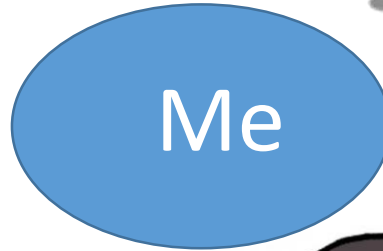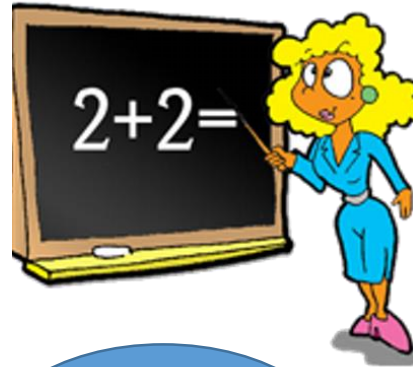
Landstede schools:

25.000 students

+200 educations

44 locations

3000 employees

How are we organized?
Landstede city…

mayor > the board
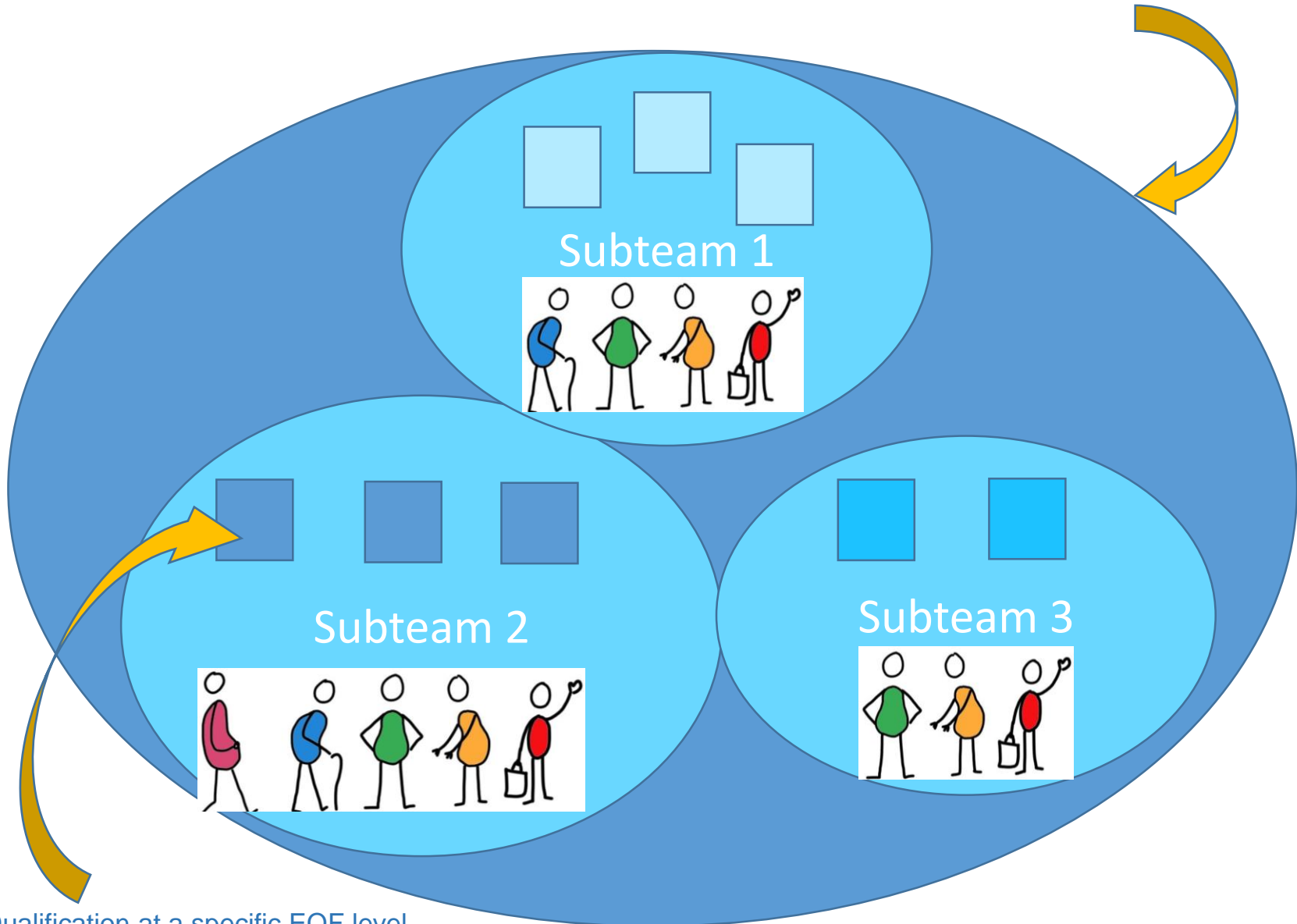
city   > Landstede Vocational training
                and education

city disctrict   >   one of the 9 Colleges

house   > one of the 5-7 teams that provide
                education in a specific sector

room >   teacher

A Landstede team - Health Care:

Subteam 1

Subteam 2

Subteam 3

Qualification at a specific EQF level

Why is the team so important to us?

- Culture of belonging together (1+1=3)
- Provide the best possible education for the students
- Starting from a mutual vision on their education
- Culture of ongoing improvement

- Develop the educational program following Qualification
- Teaching / coaching / examinations of students
- Guidance at workplacements in companies
- Using a year planner for their goals – based on a self-evaluation

Quality and Quality Culture?

Quality system

Quality Assurance

Quality Care

and...

Quality Culture in a school:

Quality Culture in a school:

Quality Culture in a school:

Quality Culture in a school:

3. What was our need to improve?

Teams were not aware of the fact that they were at risk

We did not know in which schools were risks

We did not know why schools /teams became a risk

We solved a problem, but on the other side a new problem – or even the same problem – popped up

4. What was our approach?

We used 0 – scans:
- **measuring the current state of the teams**
- **inventarisation of the needs of teachers in teams**

Evaluations of all scans > reccommendations

Transfer of the reccommendations > actions / activities

Prioritizing of the activities

And than... we started improving our education

5. What did we need?

Improvement was needed on different levels:

    a   face 2 face

    b quality system tools

    c we had to invest in team building

    d   the right tools for teacher teams

    e students' and companies' involvement in our

        educational programmes

5a. Persons' Involvement

To get involvement, improvement was needed on different levels:

      a   face2face level

      b quality system tools

      c   the right quality tools for teacher teams

Involvement of teachers > create ownership

Involvement of the team> create teams instead of 'groups of individuals'

This means:

5b. Quality System

- Professionalisation of teachers and teams:
    - Offer on demand
    - Mandatory courses

- Effective communication channels, easy to find

- Hard and soft controls

- Develop a simple Q book for all employers (same language)

- Develop a Q cycle and Q calendar

5c. Quality Tools

Tools that are easy to use and only what is necessary:

- **A self-evauation for the teams**

- **A good model for a year plan (team activity plan)**

- **An optional Q toolkit for teams/teachers to choose from**

- **An easily accessible way to ask questions (helpdesk@landstedegroep.nl)**

Go to the teams and help them where needed!

5d. Students and companies

After listening to teams it was their time to listen to students' needs and wishes:

- **A digital student questionnaire (1 in 2 years)**

- **Dream sessions about education in 2025**

- **A face2face meeting with representatives (semestral)**

- **Lesson evaluation of individual teachers**

- **Team evaluation of all data above (as imput for team plans)**

5d. Students and companies

Dream sessions about education in 2025

- **Together everyone reaches more**

- **Dreaming makes the impossible reachable…**

- **Do we know how this education should look like in 2025? Let us do it and build our dream together!**

Why working on Quality Culture?

To get at least 70% of team members involved in ongoing Q-improvement - which is easier reachable on team level!

How?
- **Create ownership**
- **Be visible for teachers**
- **Don't point our fingers / you are allowed to make mistakes while learning and improving**
- **Listen to teachers**
- **See them as the professionals that they are /should be**
- **Minimize the documents flow**
- **Clear appointments about what we all use / and what is optional**
- **Provide short trainings on topics that pop-up in evaluations**

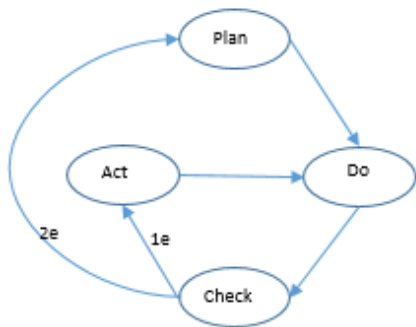# 7. Some tools and models: e.g.1:

Kwaliteitscyclus Landstede
MBO/ Menso Alting
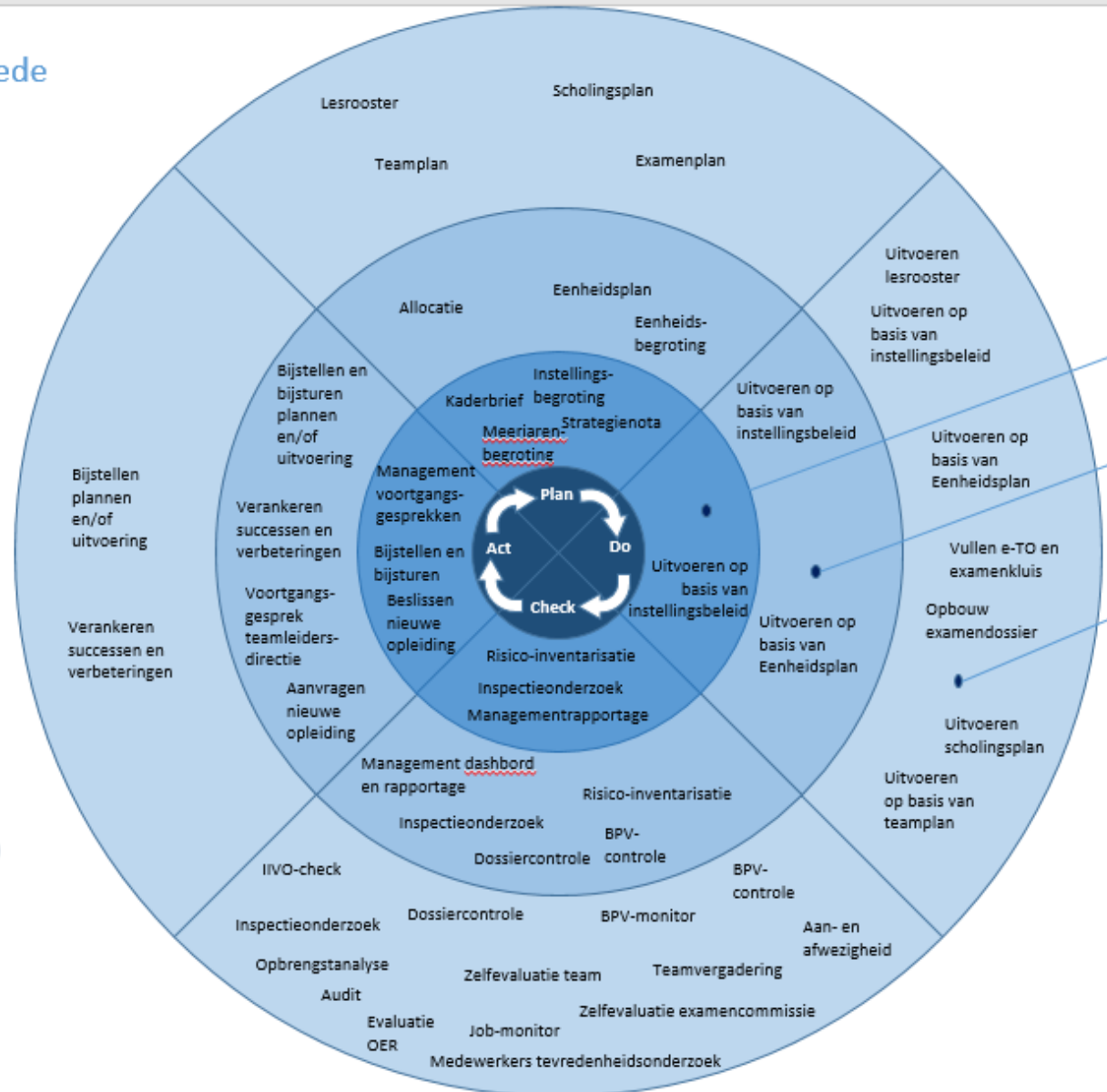
Levels off

organization

schools

School - teams

Some tools and models: e.g.2:

Picture of Quality year calendar on three levels

Jaarkaart Onderwijs en Kwaliteit Landstede 01-04-2019 MK

	Jan	Feb	Mrt	Apr	Mei	Jun	Jul	Aug	Sep
	Plannen en uitvoeren (P&D)								
	Vaststellen opleidings aanbod			Kaderbrief				Strategie nota	
			Examenplannen			(Na-)vullen e-TO examenkluis		Vullen e-TO examenkluis	Inrichten examendossier
				Concept teamplan opstellen met team				Beleidsplan eenheid	Bijgesteld teamplan
				nieuwe OEREN incl HOT	complete OEREN vaststellen	Lesrooster		Meerjaren begroting	Bekostiging Allocatie
				Evalueren Borg- en zorgplan	Bijstellen Borg- en zorgplan				Vaststellen Borg- en zorgplan
								Scholingsplan	
	Uitvoeren op basis van team- eenheids- en instellingsbeleidplannen								

	Jan	Feb	Mrt	Apr	Mei	Jun	Jul	Aug	Sep
	Rapportage en bijsturen (C&A)								
		aan- en afwezig-heidsrapportage		Bijsturen lesrooster	aan- en afwezig-heidsrapportage	JOB-rapportage (even jaren)			aan- en afwezig-heidsrapportage
	input zelfevaluatie DEC's	Zelfevaluaties DEC's en CEC	Zelfevaluatie teams		risico's zelfevaluaties bepalen				
	Dashboard en rapportage	analyses data, waaronder opbrengsten	Evaluatie OEREN						
		analyses data, waaronder opbrengsten	evaluatie 2 teamplan			evaluatie 3 teamplan			
	jaarlijkse Risico inventarisatie onderwijskwaliteit			Man. Voortgangsgesprekken					
	dashboard en rapportage							dashboard en rapportage	
	Bijstellen o.b.v. rapportages en/of evaluaties en uitvoeren plannen								
	Verankeren successen en verbeteringen in team, eenheid en instelling								

Some tools and models: e.g. 3:

### Example of card with discussion statements for use in team meeting

A WORKING TOGETHER

Below you will find some questions about inter-vision/working together, which can also be statements.
(please circle, your answer; please circle twice if this is a specific topic that you want to work on as a team)

0. Do you visit a team member in his or her classroom? *(please circle)*	yes	no
1. Do you discuss how to implement the educational program? *(please circle)*	yes	no
2. As a team, did you make clear rules about student behavior in the class/school? *(please circle))*	yes	no
3. Do you keep these rules? *(please circle)*	yes	no
4. As a team, we have a general agreement about evaluation of students' soft skills. *(please circle)*	yes	no
5. As a team, we communicate together about what you may expect from each other. *(please circle)*	yes	no
6. I use effective feedback giving/ receiving within my team. *(please circle)*	Yes	no
7. The team leader/ manager also uses effective feedback giving/receiving *(please circle)*	Yes	no

Some tools and models: e.g. 4:

Route map to a team plan
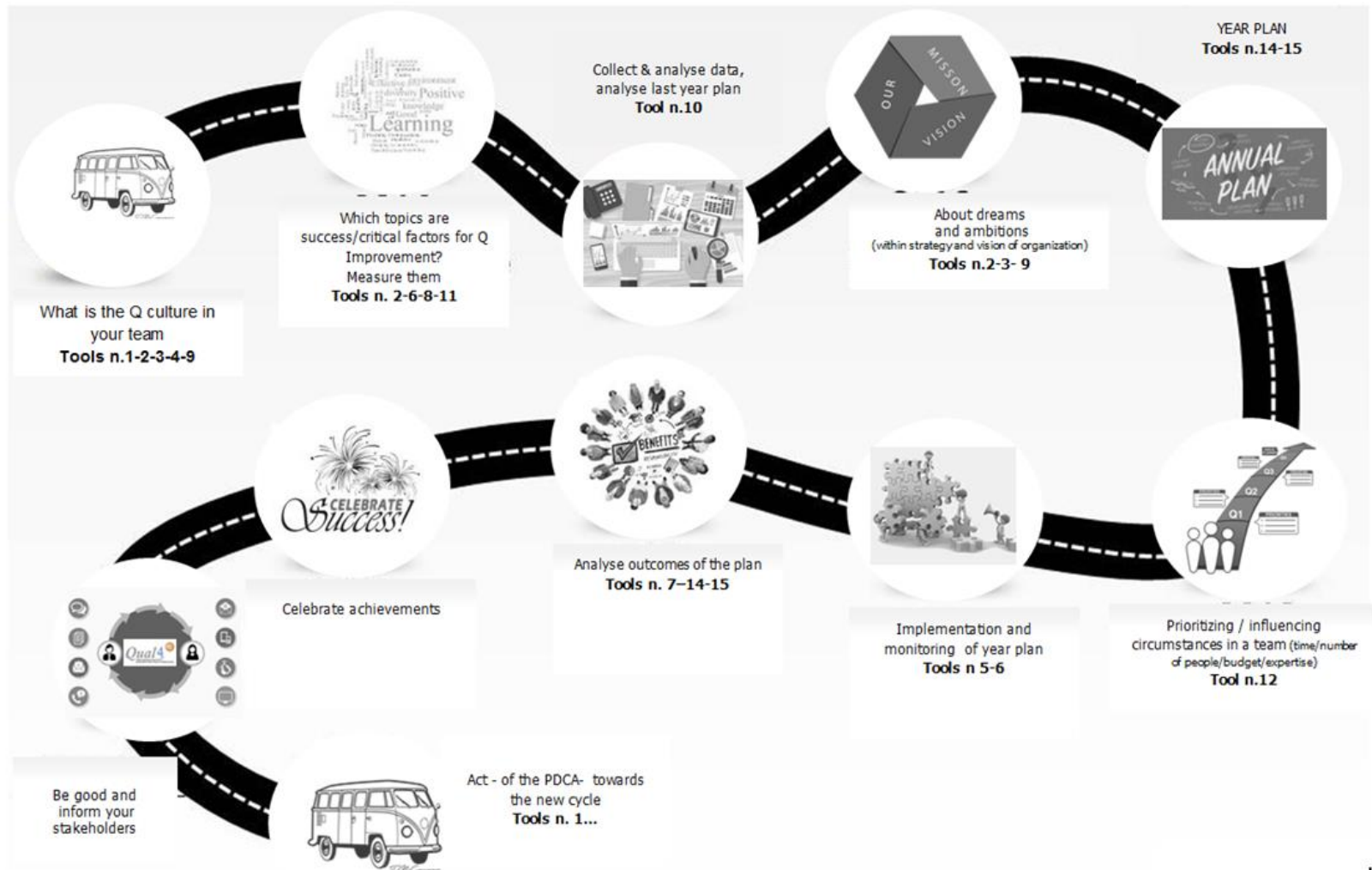
8. Lessons learned?

- **Balance between several activities**

- **Invest time in meeting the school teams with teachers**

- **Mistakes are okay if you learn from them**

- **Sometimes there is no need to talk but only to LISTEN**

- **LISTEN to teachers but also LISTEN to students / companies**

- **The persons' who know for the best what they need are the persons' themselves**

8. Lessons learned?

- **Ownership is essensial for improvement**

- **Involvement is possible through ownership**

- **No need to make things difficult, if you can keep it simple too**

- **Professionalisation is essential**

- **The word team does not always mean a team**

9. Current State of the Art?

Inspectonate – July 2019

Taking care of our Quality culture

Knowledge sharing

Working on improvement of communication lines

How can we simplify the system?

How can we lower the work load?

9. Current State of the Art?

We planted the bulb of good education

We gave it water

We gave it good care

We looked after it

We talked to it(:

And now:

10. So…

What did you learn from my

presentation today that you will

use in your work tomorrow?

THANK YOU FOR YOUR ATTENTION!

Margrieta Kroese