
UNI-QM FRAMEWORK FOR QUALITY MANAGEMENT



Introduction

Lifelong learning has become the key structure on the new “knowledge society”, “network society” or “learning society” defined on the Lisbon strategy. This globalisation process requires a sort of integration or new architectures in the old structures were European lifelong learning systems are based. It has been detected notorious inefficiencies in the lifelong learning provision system, fundamentally in Europe. Solving those inefficiencies will be a condition of survival of many of the European Education Institutions.

This process involves the injection into the higher education lifelong learning services of firm-based techniques for administration, self assessment tools for Total Quality Management (TQM) and measurement of performance at various levels of aggregation and disaggregating.

For this reason UNI-QM has developed a methodology for the lifelong learning quality management system called **UNI-QM Framework for Quality Management**. This framework integrates different tools for quality management into a comprehensive approach for lifelong learning management.

Beyond a “model for quality management in lifelong learning” the consortium has established a practical approach to the issue of managing lifelong learning institutions. Considering that all UNI-QM work is fundamentally based on the model for quality management proposed by the European Foundation for Quality Management, the word “Framework” was more appropriate than “Model”.

Establishing framework context.

Accompanying tools for excellence.

Our framework for quality management in lifelong learning provides a full overview of a set of tools that accompnys people on their journey to excellence. UNI-QM has developed a unique pathway to excellence lifelong learning centres.

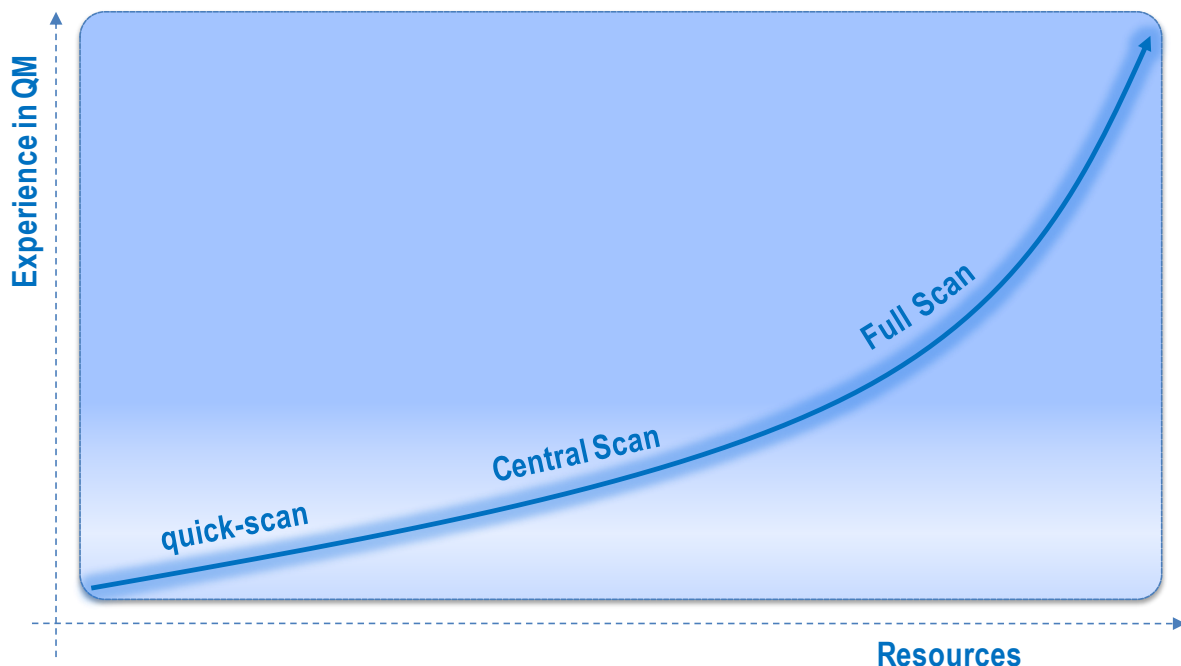


Figure 1. Accompanying tools for excellence

Due to a high level of people rotation in lifelong learning management, it is fundamental to provide a clear pathway that people can follow in their journey to excellence.

In Figure 1 we can see a graphical representation of that pathway.

Providing resources.

UNI-QM Project has detected that applying a quality management is like a learning process. They need different resources to really learn what they need in order to use correctly quality management tools. Based on David Kolb's learning model, UNI-QM has provided a set of resources that will be necessary for an institution to use correctly those tools.

So it is fundamental to have a quality management model, like the EFQM model, but it is also necessary to provide additional resources to better understand the model (see Figure 2) like:

- Case studies: To provide concrete experiences to new users. UNI-QM has developed a set of case studies from top leading institutions across Europe in lifelong learning management. This will give the user a direct approach to the topic, contributing to concrete experience and observation and reflection.
- Processes and indicators: This will help the users to form abstracts concepts and to directly test those processes in new situations.
- Benchmarking tools: To promote observation and reflection among users.

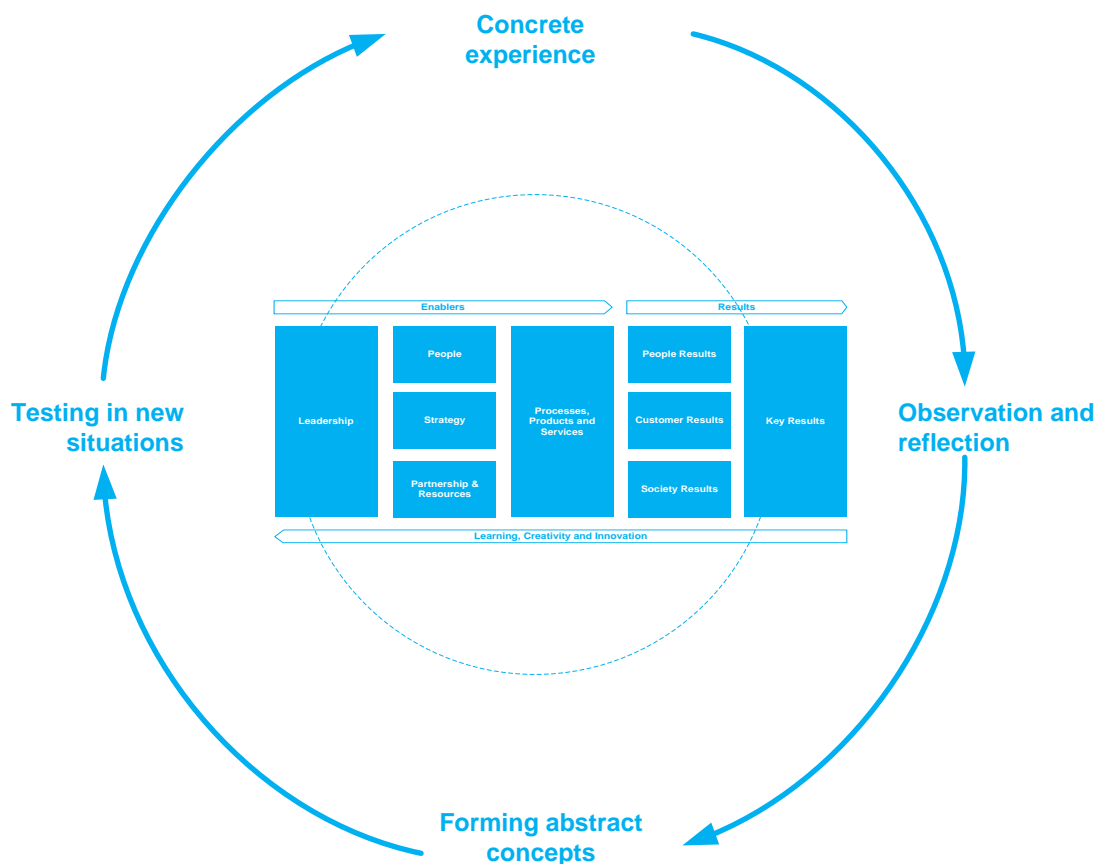


Figure 2. David Kolb's model and EFQM

And RADAR stands for:

<ul style="list-style-type: none"> • Approach: <ul style="list-style-type: none"> ○ Sound ○ Integrated • Deploy approaches: <ul style="list-style-type: none"> ○ Implemented ○ Systematic 	<ul style="list-style-type: none"> • Assess and refine approaches and deployment: <ul style="list-style-type: none"> ○ Measurement ○ Learning & Creativity ○ Innovation & Improvement • Required results: <ul style="list-style-type: none"> ○ Relevance and usability ○ Performance
---	---

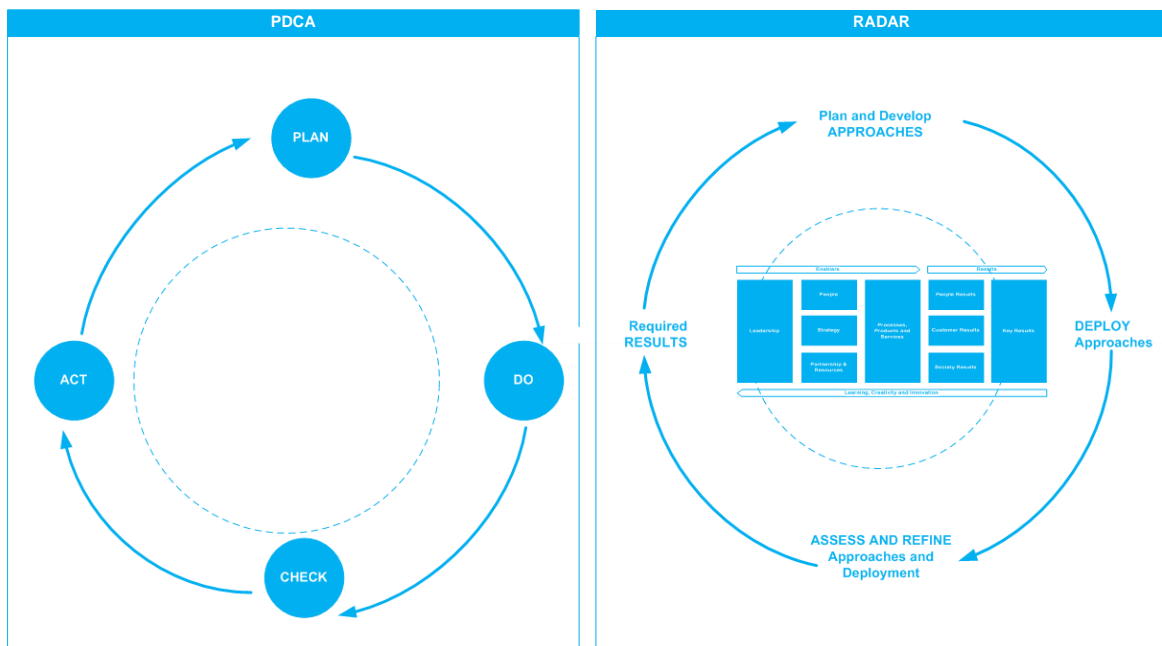


Figure 4. The PDCA and RADAR

Embedding the learning cycle.

By using a learning approach to a self improvement approach (RADAR and PDCA) we can better reach society needs (see Figure 5).

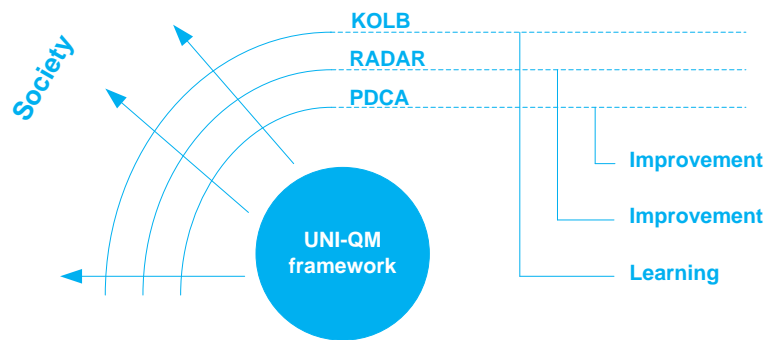


Figure 5. Embedding a learning cycle

A framework for quality management.

After studying the use of improvement cycles together with a learning process we propose a framework that allows lifelong learning managers to address the complex problem of serving better society by better managing their lifelong learning institutions (see Figure 6).



Figure 6. UNI-QM framework for quality management

UNI-QM framework for quality management suggest 4 different phases that should improve lifelong learning management. It is possible to start on any phase but the most recommendable is:

1. Perform a self assessment: Depending your level you can use different types of tools. QuickScan will provide a clear first approach. CentralScan will focus your attention on processes and FullScan will give you a comprehensive evaluation of your whole institution.
2. Evaluation: If you have used QuickScan should be possible to directly go to the improvement phase. If you have used centralScan or FullScan it will be possible to go to a peer review or to an external evaluation. **Peer review** would allow to check your institution with another institution similar to yours. For this purpose you could directly use UNI-QM webtools. If you want you can also proceed with an external evaluation to provide additional information about your institution.
3. Improvement phase: Here you would detect all things that should be done to improve your institution. You can increase your knowledge base by studying case studies from other institutions so you can find better solutions to common problems.
4. Action plan: Based on all previous analysis you could establish an action plan to enhance your whole lifelong learning center.

You can do the cycle as many times as necessary. Everytime that you perform a self assessment you will be able to check which real improvements have you reached. Remember that you can use several tools to perform a self assessment according your necessities (QuickScan, CentralScan or FullScan).