KEY SUCCESS FACTORS

1. Quality of VET product
2. Customer satisfaction
3. Quality of the staff
4. Responding to market demands
5. Cost control
6. Suitability of infrastructure and material
7. Stakeholder engagement
8. Strategic provider benefits
9. evaluation mechanisms
10. appropriate certification

Stages of product development provess for VET providers

1. Design / decision
2. Development
3. Delivery
4. Evaluation

A. Indicator								KSF	1	2	3	4
#	Indicator description	Part ner	Redefinition of indicators	questions yes/no If yes: > measurment	Measurment	Scale	Provided by					
1	The level of investment in the training of trainers	P6		Do you have enough qualified staff? If no: do you invest in training the trainers, taking into account the cost and time involved?	Yes / No. Based on our cost analysis and existing staff qualifications pool	Yes - 10 No - 0	EQARF	3		X		
2	Participation rates	P6		Do you have a sufficient number of participants?	number of required persons vs. Actual participants as a percentage	Graduated scale 0-10 (where 10 is 100%)	EQARF	2			X	X
3	Successful completion of training	P6		What percentage of trainees have reached the training Goals / Competences	number of successful completions vs. Actual participants	Graduated scale 0-10 (where 10 is 100%)	EQARF	1, 10				X
4	Destination of trainees six months after completing their training	P6		Have trainees achieved employment as a result of their training or have they progressed to a higher level of training,	Graduated Scale 0 - 10 based on percentage of trainees who meet the criteria.	Graduated scale 0-10 (10 - all trainees, 0 - no trainees)	EQARF	4				X
5	The use of acquired skills in the workplace	P6		Are people able use to use the acquired skills in the workplace?	Graduated Scale 0 - 10.	Graduated scale 0-10 (0 - not at all, 10 - very well)	EQARF	4				X
6	The levels of unemployment in different social groups	P6		Does this course fill a specific need to train unemployed people for specific employment positions	Yes / No. Based on our cost analysis and existing staff qualifications pool	Yes - 10 No - 0	EQARF	4	X			
7	Prevalence of vulnerable groups in the VET system	P6		Does the course address the needs of specific vunerable groups. Is this a factor in running the course	Graduated Scale 0 - 10.	Graduated scale 0-10 (0 - Least Important 10 - most important)	EQARF	4	X			
8	The existence of mechanisms to relate developments in labour market to VET systems	P6		Has the need for this course been identified using mechanisms relating VET to Labour Market Needs.	Yes / No	Yes - 10 No - 0	EQARF	4	X			
9	The existence of schemes to promote better access to VET	P6		Is there a grant or other scheme available to support this course	Yes / No	Yes - 10 No - 0	EQARF	7	X			
10	The level of investment in the competences of administrative and general staff members	P6		Is there an administrative staff cost / requirement associated with this project. Is this viable from a cost / staffing perspective	Yes / No	Yes - 10 No - 0	Group Schwerin	3	X	X		
11	Feedback on the organisation of training by trainers	P6		Has trainer feedback been positive	Graduated Scale 0 - 10.	Graduated scale 0-10 (0 - Trainers are totally unhappy with the course. 10 - Trainers are totally satisfied with the course)	Group Schwerin	9				X
12	Feedback on the training, organisation by trainees	P6		Has trainee feedback been positive	Graduated Scale 0 - 10.	Graduated scale 0-10 (0 - Trainees are totally unhappy with the course. 10 - Trainees are totally satisfied with the course)	Group Schwerin	2, 9				X
13	Feedback on the organisation of training by staff	P6		Has general staff feedback been positive	Graduated Scale 0 - 10.	Graduated scale 0-10 - Staff are totally unhappy with the course. 10 - Staff are totally satisfied with the course)	Group Schwerin	9				X
14	Feedback on the organisation of training by the employer	P6		Has employer feedback been positive	Graduated Scale 0 - 10.	Graduated scale 0-10 (0 - Employers are totally unhappy with the course. 10 - Employers are totally satisfied with the course)	Group Schwerin	2, 9				X
15	Succes rate of the course	P6		Has the course achieved its objectives	Graduated Scale 0 - 10.	Graduated scale 0-10 (0 - Total failure to achieve objectives, 10 - all objectives fully met)	Group Schwerin	1, 10				X
16	Attractiveness and relevance of teaching technique employed	P6		Based on student feedback	Graduated Scale 0 - 10.	Graduated scale 0-10 (0 - poor technique, 10 - very good technique)	Group Schwerin	1	X	X	X	
17	Infrastructure	P1		Do we have the appropriate infrastructure to offer that training programme? If no: are we able and do we want to invest in the appropriate infrastructure?	Graduated Scale 0 - 10 based on affordability of investment.	Graduated scale 0-10 (10: 100% affordability 0: 0% affordability (investment to high)	Group Schwerin	6	X			
18	Cost analysis	P1		Do incomes cover costs?	Graduated Scale 0 - 10 based on level of profit.	Graduated scale 0-10 (10 : high level, 0: very low to zero)	Group Schwerin	5	X			X
19	Legal obligations	P1		Do we have to refer to any legal obligations? Do we have to adapt the seminar regularly to legal obligations?	Graduated Scale 0 - 10	Graduated scale 0-10 (10: it is worth the effort, 0: it is absolutley not worth the effort)	PP1	4	X			
20	Appropriate duration	P1		How appropriate is the duration of the training programme (concerning content, learning effort, market, level of time by learners, competitiveness to other VET providers	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: perfect, 0: bad)	PP1	1	X	X		
21	Appropriate learning content	P1		How appropriate is the learning content (concerning the learners needs, market needs, employers needs, balance between theroretical and practical training,...)	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: perfect, 0: bad)	PP1	1		X		
22	Certification	P1		Do we have the appropriate certification and how is the value (for the participants, for the labour market and/or is the certification officially recognised by the labour market?)	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: perfect, 0: bad)	PP1	10	X			
23	Importance of a course to the VET provider	P1		Relevance of the training programme in the portfolio of the VET provider	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: very relevant, 0: no relevance)	Group Schwerin	8	X			
24	Investment in motivation of participants	P1	Investment in motivation in target groups	Do we (still) have to invest in (future) target groups? If yes: are we able and do we want to invest in target groups?	Graduated Scale 0 - 10 based on affordability of investement in target groups.	Graduated scale 0-10 (10: 100% affordability 0: 0% affordability, investment to high)	Group Schwerin	1	X			
25	Enrollment rate (expected and actual enrollment rate), participants rate	P1	participants rate	Do we have enough participants?	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: = maximum 0: >= 0)	Group Schwerin	4	X			X
26	Market potential	P1		Level of market potential for the VET product	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: high, 0: very low to zero)	PP1	4	X			
27	Sponsorship (governmental or someone else gives financial support)	P1		Available sponsorship / fundings and do we need them?	Graduated Scale 0 - 10	Graduated scale 0-10 (10: high importance, 0: no relevance)	PP1	7	X			
28	Innovation	P1		Level of innovation (how innovative is the VET product?)	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: high, 0: very low to zero)	PP1	1, 4, 8	X			
29	Enough and qualified staff available (trainers, call centre, organisational staff, marketing manager,...)	P1		Is there enough and qualified staff available?	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: enough qualified staff, 0: no staff)	PP1	3	X			
30	Evaluation of seminars, feedback, satisfaction within the training programme	P1		What is the level of satisfaction within the VET programme?	Graduated Scale 0 - 10. Rating of participant's / employer's / stakeholder's / satifisfaction.	Graduated scale 0-10 (10: very high satisfacion, 0: no satisfaction)	PP1	2				X
31	Ability to adapt with little effort to target groups, to market needs	P1		Are we able to adapt the VET programme to other target groups, to market needs, to companies' needs?	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: very high and easy adaptability; 0: no possibility of adaptation)	PP3	4	X			
32	Flexibility in offering VET programmes (flexibility in time, place, in delivery...)	P1		Are we able to offer VET programmes flexibly in time and place	Graduated Scale 0 - 10	Graduated scale 0-10 (10: very high flexibility; 0: no flexibility)	PP3	4			X	
33	Practical experience of teachers	P3		Do teachers have the requested practical experience?	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: very high practical experience 0: no practical experience)	PP3	3	X	X		
34	Entrance requirement for students	P3		Entrance requirements are based on the curriculum	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: high level of correspondance 0: no level of correspondance)	PP3	1	X	X		
35	Continued course pathway / Progression into further levels	P3		Evaluation, feedback of customer/company/trainee	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: proved future lever 0: no leverage at all possible)	PP3	1	X			
36	Absenteism figures (=measurment of quality, of course, of choice, of motivation)	P3		Percentage rate during the course	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: very low level of absenteism 0: very high level of absenteism)	PP3	2				X
37	Percentage of training contents taught	P3		Percentage rate is on schedule	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: on schedule 0: significantly behind schedule)	P4	2			X	X
38	Inclusion of transversal competence in the training (team work, public presentations)	P3		A list of competences acquired on the course that can be used in other areas of learning or as more general life skills is checked	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: high level of integrated soft skills 0: no soft skills integrated)	Álava CoC, ES	1	X	X		
39	Pedagogical competence of the trainers	P3		Pedagogical competences are proved through a formal test, evaluation, feedback students, relevant experience	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: high level of pedagogical competence 0: zero level of pedagogical competence)	P5	3	X			
40	Interest of other VET providers	P3			Graduated Scale 0 - 10.	Graduated scale 0-10 (10: significant interest, 0: no interest)	P5	7	X			X
41	external interest by media, partners, stakeholders, Articles in media during the course (media attention,	P3		Media spend attention to the course; stakeholders confirmed their interest in a course; partners show formal interest in a course	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: very high interest 0: no stakeholder interest)	P5	7	X			X
42	Stakeholder opinions (social partners, professional organisations, public bodies, funders...)	P3		Stakeholders invest in the course	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: very high level of support; 0: no support)	Kopisto, FI	7	X			
43	Level of knowledge kept after finished VET	P3		Evaluation, feedback of customer/company/trainee	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: high implementation 0: no implementation)	P7	2				X
44	Anticipation of regional / national / EU / etc. Policy and developments	P3		The course corresponds to international or national, regional laws and regulations	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: high level of correspondance 0: no level of correspondance)	P7	4	X			
45	Affordable price for participants	P3		Evaluation of trainees, spoken or written feedback	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: affordable fee 0: too expensive)	P7	5	X			
46	Return on investment for employers	P3		Return On investment reports, feedback, evaluation companies	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: very high return 0: no return)		2	X			X
47	Constantly updating programmes (effort to keep updated programmes)	P3		Regular update activities	Graduated Scale 0 - 10.	Graduated scale 0-10 (10: continued updating 0: no updating)	P7	1, 4,	X			