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## Annexed Documents

**Annex 2.1:** Law 872 of 30/12/2003, Colombia, whereby the Quality Management System of the Executive Branch of the Public Power and in other service providers is created.

At: [www.icbf.gov.co/espanol/juridica/10/872.html](http://www.icbf.gov.co/espanol/juridica/10/872.html)

**Annex 2.2:** SENA, General Management, Resolution No. 001156 of 2005, whereby the Manual of Processes, Procedures and Instructions for Drawing up, Codifying and Controlling National Training Service (SENA) Process and Procedure Documents is adopted.

**Annex 2.3:** Resolution No. 02516 of 2004. Whereby the Committees of the National Quality Management System, the Regional Offices and the National Training Service (SENA) Training Centres are created and their functions defined.

At: <http://www.sena.edu.co/Portal/Dirección+Jurídica/Normas/> (the “Estructura SENA” section).

**Annex 2.4:** SENA centres certified with the ISO 9001:2000 as of November 2005. At: <http://www.sena.edu.co/Portal/Dirección+de+Planeación+y+Direccionamiento+Corporativo/Certificados/>

**Annex 3.1:** Colombian National Accreditation Council (CNA): General Procedure for Institutional Accreditation. At: [www.cna.gov.co](http://www.cna.gov.co)

**Annex 3.2:** Elements of the legal framework of the Colombian Institutional Accreditation System. At: [www.cna.gov.co](http://www.cna.gov.co)

**Annex 3.3:** SENA, General Management. Agreement No. 0016 of 2003, which regulates aspects of the recognition or authorization of integrated methodical and complete vocational training programmes.

**Annex 4.1:** List and links for international quality awards.

At: [www.chilecalidad.org](http://www.chilecalidad.org) (section “Programa Nacional de la Calidad de Chile”).

**Annex 4.2:** Brazil: National Quality Award: Profiles, Criteria, Items and Points. At: [www.fnpg.org.br](http://www.fnpg.org.br). Document: National Quality Award Foundation (FNPQ): “Excellence criteria. The state of the art in management for excellence in performance and increased competitiveness”. (Criterios de Excelencia. El estado del arte de la gestión para la excelencia del desempeño y el aumento de la competitividad). Brazil, 2005.

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**Annex 4.3:** Colombia, National Quality Management Award. Criteria and Evaluation Points. At: <http://www.mincomercio.gov.co/vbecontent/Documentos/Regulacion/Calidad/PremioColombianoCalidad.pdf>

**Annex 4.4:** Chile, National Quality Award: Criteria, Technical Evaluation Points. At: [www.chilecalidad.cl](http://www.chilecalidad.cl) Document: Chile Calidad: “Premio Nacional a la Calidad, Hacia una Gestión de Excelencia, Versión 2004”. Santiago 2004.

**Annex 4.5:** Main tools of the SENAI/SC Quality Management System represented in the “casa da qualidade”.

At: [www.cinterfor.org.uy](http://www.cinterfor.org.uy) and [www.sc.senai.br](http://www.sc.senai.br). Document: SENAI/SC: “Em busca da Excelência”. Presentation by Marco Antonio Dociatti at the 4th Latin American Congress on Quality in Education. SENAI, Brazil, September 2005.

**Annex 4.6:** Argentina. Educational Institutions Quality Model: Self-evaluation. Components, Criteria and Factors, Table of Maximum Points. At: [www.premiocalidad.com.ar](http://www.premiocalidad.com.ar). Document: National Quality Award Foundation (FPNC - Fundación Premio Nacional a la Calidad), Argentina, Education Committee: “Modelo de Evaluación de la Gestión de Calidad para Instituciones Educativas, Una Herramienta para la Autoevaluación Institucional”. Buenos Aires, November 2002.

**Annex 4.7:** Bogotá, Colombia: Decree 379 of 1997 (May 30), whereby the Santa Fe de Bogotá School Management Award is created to stimulate State and private pre-school, elementary and secondary educational institutions in the Capital District.

**Annex 4.8:** Colombia, Bogotá D.C.: Excellence Award – Award for School Management: Components, Criteria and Evaluation Points. At: [www.ccalidad.org./Publicaciones/Galardon.pdf](http://www.ccalidad.org./Publicaciones/Galardon.pdf) Document: District of Bogotá Education Secretariat and Corporación Calidad: “Galardón a la Excelencia. Premio a la Gestión Escolar, Guía de Autoevaluación 2004-2005”.

**Annex 6.1:** Graduados Colombia. Labour Monitoring for Education. At: [http://www.mineducacion.gov.co/1621/articles-90358\\_archivo\\_pdf2.pdf](http://www.mineducacion.gov.co/1621/articles-90358_archivo_pdf2.pdf) “Presentación Observatorio Laboral para la educación”, Bogotá, 2006.

**Annex 6.2:** Links to labour monitoring systems for education. At: [www.mineducacion.gov.co](http://www.mineducacion.gov.co) Calidad Graduados Colombia, and at: [www.graduadoscolombia.edu.co/ol\\_links.php](http://www.graduadoscolombia.edu.co/ol_links.php)

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## Annex 2.1

### Law 872 of 30/12/2003<sup>1</sup>

Whereby the Quality Management System of the Executive Branch of the Public Power and in other service providers is created.

The Congress of Colombia  
DECREE:

Article 1. *Creation of the quality management system.* The quality management system is to be established in State bodies as a systematic and transparent management tool to allow institutional performance to be directed and evaluated in terms of social quality and satisfaction in the rendering of services provided by obligated entities and agents, which will be framed in the strategic and development plans of said entities. The quality management system in each entity shall adopt a focus based on the processes that are applied in that body and on the expectations of the users, recipients and beneficiaries of the functions that entity is assigned by the prevailing legal ordinance.

Article 2. *Obligated entities and agents.* It is obligatory for the quality management system to be developed and put into operation in the organizations and entities of the centralized sector and the decentralized sector, by services of the executive branch of the national administration of the State, and in the administrative management necessary to carry out the functions of the other branches of the national administration of the State. This also applies to autonomous regional corporations, the entities that make up the integrated social security system in line with the provisions of Law No. 100 of 1993, and enterprises and bodies in general that provide domicile and non-domicile public services whether they are public entities or private ones operating State concessions.

Clause 1. The chief authority of each State entity will be responsible for developing, implementing, maintaining, revising and improving the quality management system that is set up in line with the provisions in this Law. Failure to comply with this provision shall constitute improper conduct.

Clause 2. Assemblies and councils may make the development of the quality management system obligatory in the entities in the centralized and decentralized parts of the administration of departments and municipalities.

Provisional clause. Entities obliged to apply the quality management system will have a maximum period of four (4) years from the date of issue of the regulations established in article 6 of this law to complete the development.

Article 3. *Characteristics of the system.* The system shall be developed in an integrated, intrinsic, reliable, economic and technical way that is specific to each organization, and compliance shall be obligatory for all public employees in the respec-

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<sup>1</sup> Colombia - Diario Oficial 45.418.

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tive entity, which will therefore guarantee satisfaction of users' needs in every instance of activity.

Clause. This system is complementary to the internal control and administration development systems established by Law 489 of 1998.

The system could be integrated into the internal control system in each of the components defined by the State Administration Department, in accordance with the policies adopted by the President of the Republic.

Article 4. *Implementation requirements.* To comply with the provisions of this law, the entities shall at the very least:

a) Identify the users, recipients or beneficiaries of the services rendered or the functions discharged, identify the providers of functional inputs, and clearly determine the internal structure, employees and main functions in each case;

b) Obtain information from users, recipients or beneficiaries about their needs and expectations with respect to the rendering of the entity's services or discharge of its functions, and to the quality of said services or functions;

c) Identify and put in order of priority the strategic and indispensable processes in the entity that turn out to be determinant factors for quality in the function they have been assigned, and define the sequencing and interaction of these based on technical criteria previously defined by the system, explicitly in each entity;

d) Determine the criteria and methods necessary to ensure that these processes are effective as regards operation and control;

e) Identify and design, with the participation of the public servers that are involved in each of the processes and activities, the points of control for the risks most likely to occur or factors that might generate a considerable negative impact on the satisfaction of the quality needs and expectations of users or recipients, in the subjects and functions each entity is responsible for;

f) Document and describe in a clear, complete and operative way, the processes identified above, including all control points. Only factors that contribute to guaranteeing the quality of the service should be documented;

g) Each entity's processes should be executed in accordance with documented procedures;

h) There should be follow-up, analysis and measurement of these processes;

i) Implement the action necessary to attain the planned results and continual improvement in these processes.

Clause 1. A basic foundation of this system will be to produce indicators that, at the very least, make it possible to measure efficiency, results and impact variables so as to facilitate follow-up by citizens and control organizations, and these indicators shall be available to users and recipients and shall be permanently published on the web pages of each of the entities, when such means become available.

Clause 2. When an entity contracts out some of the processes involved in the quality management system it shall make sure there is quality control over these processes.

Article 5. *Functional aspects.* The system should allow the entity to:

a) Detect and correct, in good time and completely, deviations in the processes

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that might negatively affect fulfilment of the requirements and the level of satisfaction of the users, recipients or beneficiaries;

b) Monitor the processes so as to reduce the duplication of functions, service failures, complaints, claims, reports and law suits;

c) Keep an orderly and precise register of statistics on the defects detected and the corrective measures taken;

d) Facilitate political and citizen monitoring of the quality of management in the entity, guaranteeing easy access to information about the results of the system;

e) Adapt and adopt procedures, methodologies and requirements to those prevailing in international technical management quality standards.

Article 6. *Quality standardization in management.* In quality management system regulations the government shall draw up a technical standard for quality in public management within twelve (12) months from the date this law comes into force. This could take account of the current international technical standards in this area.

The technical standard issued by the government shall contain, at the very least, provisions with respect to the following:

1. The requirements that must figure in the documentation necessary for the quality management system to function, which shall include the definition of quality policy and objectives, manuals of procedures and quality necessary for the effective planning, operation and control of processes, and the requirements for information in the entity in question.

2. The minimum quality factors that entities must comply with in their planning and design processes.

3. The minimum quality controls that must be carried out in human resources and infrastructure management.

4. The minimum quality controls or principles that must be complied with in carrying out the function or rendering the service, and in the processes of communication and attention to users.

5. The minimum quality variables to be measured using the indicators that each entity establishes, in compliance with clause 1 of article 4 of this law.

6. The minimum requirements that each entity must satisfy in its processes to follow up and measure the quality and results of its service.

7. The objectives and principles of the measures for continual improvement and the preventive and corrective measures established in each entity.

Under no circumstances can the decree that establishes the technical standard modify or develop aspects of the structure and function of the administration, the regime under which public services are rendered, the general contract statute in the public administration, or aspects that come under the general legislative jurisdiction of Congress.

Each entity shall internally define the departments and personnel that, in accordance with their competencies, shall be in charge of developing the Quality Management System, and this should not involve any change in the structure or size of said departments.

Article 7. *Quality Certification.* Once the system has been implemented and when

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the body in question considers it appropriate, the quality management system can be certified in line with international quality standards.

Clause 1. The national government shall design systems to stimulate and give public recognition to bodies that have implemented their quality management system, and shall periodically publish the list of bodies that have complied with the provisions laid down in this law.

Clause 2. None of the bodies in the different branches of the State administration shall contract an external organization for the process of certifying a Quality Management System when such a government body with experience in this type of certification process already exists in the State.

Article 8. *State support.* During the development of the quality management system and its subsequent certification, the Higher State Public Administration School (ESAP - Escuela Superior de Administración Pública), the National Training Service (SENA), the Administrative Department of the State and other district or national institutions whose legal ordinance binds them to guarantee the efficiency and good development of public administration shall provide the support needed and also due guidance for the entities that so request.

Article 9. *Validity.* This law shall be in force from the date of its publication.

Issued in Bogotá, D. C., 30 December, 2003.

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## Annex 2.2

### SENA, General Management. Resolution No. 001156 of 2005

Whereby the Manual of Processes, Procedures and Instructions for Drawing up, Codifying and Controlling National Training Service (SENA) Process and Procedure Documents is adopted.

The General Director of the National Training Service, SENA, in the exercise of his legal prerogatives, especially those conferred by article 6 of Law 87 of 1993, article 2 of Law 872 of 2003, and article 4, items 2 and 4, of Decree 249 of 2004, and

#### CONSIDERING

That in accordance with the provisions of articles 1 and 4 of Law 87 of 1993, the *Manual of processes and procedures* is an instrument through which the internal control system is implemented, and whose application contributes to guaranteeing effectiveness, efficiency and economy in all operations, promoting and facilitating the correct execution of the functions and activities defined to discharge the institution's mission.

That according to the provisions of article 2 of Decree 1537 of 2001, public entities “... shall draw up, adopt and apply manuals for documenting and formalizing procedures, based on the identification of institutional processes.”

That article 1 of Law 872 of 2003, on creating the Quality Management System, specified that each State entity shall adopt it with “...a focus based on the processes applied in the entity and from the expectations of the users, recipients and beneficiaries of the functions it is assigned by the prevailing legal ordinance.”

That article 6 of Law 87 of 1993 and article 2 of Law 872 of 2003 assign responsibility for the implementation of the Internal Control and Quality Management System and to the General Director of the National Training Service, SENA, in his capacity as the legal representative and chief director of the entity.

That, in accordance with the provisions of article 10, items 9 and 10, of Decree 249 of 2004, the functions of the Corporate Planning and Guidance Office include the following “9. To assist SENA departments to implement the institutional quality management system and to coordinate the implementation and updating of the processes and procedures information and documentation model”; and “10. To design and update, in coordination with the departments, the processes, procedures and function manuals of the entity”.

That under Decree 4110 of 9 December, 2004, article 1, the Public Management Technical Quality Standard was adopted as an obligatory application determining “...the general and minimum requirements to establish, document, implement and maintain a Quality Management System in the bodies, entities and agents obliged in accordance

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*with article 2 of Law 872 of 2003*”, and is a tool which will allow the institution’s performance to be guided and evaluated as regards quality and social satisfaction, in the rendering of the services the entity is responsible for.

That item 4.2 of the NTCP 1000:2004 Public Management Technical Quality Standard establishes that a processes and procedures manual and documented control are indispensable to the effective planning, operation, and control of processes.

That the standardization of institutional processes and procedures, within the parameters of quality, facilitates public management, makes it more agile, and transmits the organization’s culture completely, as it establishes and delimits levels of responsibility over the activities that each department and each official is responsible for, and also fosters transparency in all public service transactions, thus generating credibility for the Public Administration with respect to the citizen.

#### RESOLVES

ARTICLE 1. To adopt all parts of the Manual of Processes and Procedures of the National Training Service, SENA, that forms part of this resolution.

ARTICLE 2. To adopt the Instructions for Drawing up, Codifying and Controlling the Processes and Procedures Documents of the National Training Service, SENA, annexed to this resolution.

ARTICLE 3. That the Corporate Planning and Guidance Office, with the support of the entity’s own internal control office, shall be responsible for coordinating the implementation, evaluation and updating of the manual and instructions adopted in this resolution.

ARTICLE 4. That the different areas and departments of the entity shall be able to draw up documents and modify and update the manuals, instructions, formats or procedures, taking the necessary steps as stipulated in form F05-004/1.1-04 for ‘The Preparation, Modification or Updating of Manuals, Instructions, Formats or Procedures, that has been drawn up for this purpose and is part of the SENA Instructions for the Drawing up, Codification and Control of Process and Procedure Documents, in which the rationale behind the changes made for technical and regulatory reasons shall be justified.

Once the F05-004/11-04 form has been made operational, the area or department of the entity shall submit this to the Corporate Planning and Guidance Office for its competence.

ARTICLE 5. To communicate this resolution to the General Secretariat and other general management departments, regional directors and centre sub-directors, for their information and pertinent purposes.

ARTICLE 6. This resolution shall come into force on its date of issue and it overturns all provisions that may contract it.

LET THIS BE COMMUNICATED AND COMPLIED WITH

Issued in Bogotá, D.C., 30 June, 2005

DARÍO MONTOYA MEJÍA  
General Director

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## Annex 2.3

### Resolution No. 02516 of 2004

Whereby the Committees of the National Quality Management System, the Regional Offices and the National Training Service (SENA) Training Centres are created and their functions defined.

The General director of the National Training Service, SENA, in the exercise of his legal prerogatives, especially those conferred by article 31 of Decree 249 of 2004 and by the provisions of Law 872 of 2003, and

#### CONSIDERING:

That in accordance with the provisions of Law 872 of 2003 whereby the Quality Management System in the executive branch of the State and in other entities rendering services is created, the SENA is responsible for “...*developing, implementing, maintaining, revising and improving the Quality Management System that is established in accordance with the provisions of said law.*”

This makes it necessary to define, implement and improve a Quality Management System in the institution as a systematic and transparent management tool that allows institutional performance to be guided and evaluated as regards quality and social satisfaction in the rendering of services.

That to make it possible to improve processes and the rational use of technical, physical and human resources, it is necessary for all the officials in the entity be integrated and committed.

That item 23 of article 4 of Decree 249 of 2004 establishes that the General Director of SENA is responsible for “*Setting up committees and permanent and temporary Internal Work Groups, and defining their composition, coordination and functions.*”

That in virtue of the above it is necessary to set up National, Regional and Training Centres Quality Management System Committees so as to guarantee continual improvement in processes and in the quality of the products and services offered, within the prevailing national and international quality standards.

That in virtue of the above

#### RESOLVES:

**First article: membership of the National Quality Management System Committee:** The National Quality Management System Committee shall be made up of:

1. The General Director or his representative, who shall preside
2. The General Secretary
3. The Area Directors
4. The heads of the Internal Disciplinary Control, Internal Control, Communications and Systems offices

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5. The representative for the Quality Management System, designated by the General Director

6. The coordinator of the Quality Management and Process Standardization group, who shall be the Secretary of the Committee

CLAUSE: The representative of the General Director shall be the Director of the Corporate Planning and Guidance Office.

**Second article: Functions of the National Quality Management System Committee:** The National Quality Management System Committee shall discharge the following functions:

1. Define, establish, approve and disseminate the entity's quality policy and objectives.

2. Define and establish guidelines and strategies for the implementation, maintenance and improvement of the Quality Management System, and verify its effectiveness.

3. Promote the Quality Management System throughout the entity.

4. Support and stimulate the activities necessary to maintain the system at the different levels of the organization.

5. Review and evaluate the Quality Management System, based on the reports submitted by the Management Representative, in accordance with the parameters laid down in the prevailing regulations.

6. Analyze the data, evaluate the indicators, implement corrective action derived from the evaluations, propose guidelines and strategies to implement, maintain and improve the Quality Management System, and make proposals for modifications.

7. Ensure that the appropriate communication processes are established in the institution and that these take the effectiveness of the Quality Management System into consideration.

8. Ensure that the requests made by users or customers are analyzed, verified and determined.

9. Communicate to the institution the importance of satisfying the requirements of users and customers, and also the legal and regulatory requirements.

10. Promote and verify, in accordance with the institution's regulations and national and international quality standards, the coherence of the processes and procedures in General and Regional Management and in Vocational Training Centres.

11. Define the levels of responsibility and authority in the Quality Management System and make this known throughout the organization.

12. Ensure that Quality Management System is planned, and that it is maintained unchanged if and when structural changes are implemented in the institution.

13. Ensure the planning and availability of resources for the operation, maintenance and improvement of the Quality Management System.

14. Approve the entity's Quality Management System manual.

15. Other functions required by the law or regulations governing the Quality Management System.

**Third article: Functions of the Management Representative:** The Management Representative shall discharge the following functions:

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1. Submit modification strategies and suggestions for the implementation, development, maintenance and improvement of the Quality Management System to the National Quality Management System Committee.

2. Ensure that the processes necessary for the Quality Management System are established, implemented and maintained.

3. Inform the top management about the Quality Management System and any necessary improvements.

4. Ensure that taking account of the requests of users and customers is promoted at all levels of the organization.

5. Other functions established in the law or regulations governing quality.

**Fourth article: Functions of the Committee Secretary:** These shall be as follows:

1. Submit programmes for internal and external Quality Management System audits for approval by the National Quality Management System Committee.

2. Compile the information on how the Quality Management System functions at all levels of the entity and make reports about the performance of the Quality Management System and any improvement necessary.

3. Submit the reports to the National Quality Management System Committee to review and evaluate the Quality Management System.

4. Convoke the National Quality Management System Committee in accordance with the eleventh article of this resolution.

5. Convoke SENA departments to deal with matters related to follow-up, verification and modifications to the Quality Management System.

6. Give notice of five (5) working days when convoking a session. The agenda, the minutes from the previous session and documents concerning the session shall be sent with this announcement.

7. Take the minutes at each meeting of the National Quality Management System Committee, which shall be a summary of what happened at the session, noting the place, time, attendees, agreements, decisions, documentation and conclusions.

8. Inform, when appropriate, at a suitable time the Committee's decisions to whom it may concern.

9. Keep the register and certify the minutes and recommendations made by the National Quality Management System Committee.

**Fifth article: Membership of Regional Quality Management System Committees:**

These shall be made up of the following:

1. The Regional Director or his representative

2. A representative of the Regional Management, who shall be the Secretary of the Committee

3. The sub-directors of the Vocational Training Centres in its jurisdiction

4. Officials designated by the Regional Director, who shall be the leaders of the processes that are carried out in the Regional Office.

**Sixth article: Functions of Regional Quality Management System Committees:**

they shall discharge the following functions:

1. Disseminate the quality policy and objectives of the Entity.

2. Implement and maintain the processes defined in the Quality Management

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System, and strive to continually improve these in the Regional Office and the Vocational Training Centres in their jurisdiction.

3. Promote and verify, in accordance with the institution's regulations and with national and international quality standards, the coherence of the processes and procedures in the Regional Office.

4. Support and stimulate the activities necessary to maintain the Quality Management System in the Regional Office.

5. Review and evaluate the Quality Management System based on the reports submitted by the management representative from the Regional Office, in accordance with the parameters established in the prevailing regulations.

6. Analyze the data, evaluate the indicators, implement the corrective action derived from the evaluations, propose guidelines and strategies to implement, maintain and improve the Quality Management System at the Regional Office, and make proposals for modifications.

7. Ensure that the appropriate communication processes are established in the institution and that these take the effectiveness of the Quality Management System into consideration.

8. Ensure that the requests made by users of customers are analyzed, verified and determined.

9. Ensure the planning and availability of resources for the operation, maintenance and improvement of the Quality Management System at the Regional Office.

10. Other functions laid down in the law or regulations governing the Quality Management System.

**Seventh article: Functions of the Regional Office Management Representative:** the Regional Office Management Representative shall discharge the following functions:

1. Submit strategies and modification suggestions to implement, develop, maintain and improve the Quality Management System to the Regional Quality Management System Committee.

2. Ensure that the processes necessary for the Quality Management System at the Regional Office are established, implemented and maintained.

3. Inform the Regional Director about the performance of the Quality Management System and any improvements that are needed.

4. Ensure that taking account of the requirements of users and customers is promoted at the Regional Office.

5. Submit the programmes for internal and external audits of the Quality Management System at the Regional Office for approval.

6. Compile information on the functioning of the Quality Management System at the Regional Office and make reports about on the performance of the Quality Management System and about any improvement needed.

7. Submit the reports to the Regional Quality Management System Committee for review and evaluation of the Quality Management System.

8. Submit reports on the progress and functioning of the Quality Management System at the Regional Office to the General Director, to be submitted to the National Quality Management System Committee.

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9. Convoke meetings of the Regional Quality Management System Committee in accordance with the eleventh article of this resolution.

10. Convoke meetings with the leaders or those responsible for processes to deal with matters related to follow-up, verification and modifications in the Quality Management System.

11. Draw up the agenda for the meetings, and prepare the information needed for the sessions.

12. Give notice of five (5) working days when convoking a session. The agenda, minutes of the previous session and documents concerning the session shall be sent with this announcement.

13. Take the minutes at each meeting of the Regional Quality Management System Committee, which shall be a summary of what happened at the session, noting the place, time, attendees, agreements, decisions, documentation and conclusions.

14. Inform, when appropriate, at a suitable time the Committee's decisions to whom they may concern.

15. Keep the register and certify the minutes and recommendations made by the Regional Quality Management System Committee.

16. Other functions established in the law or regulations governing quality.

**Eighth article: Membership of Training Centre Quality Management System Committees:** These shall be made up of the following:

1. The Centre Sub-director or his representative.

2. A representative of the sub-management of the Training Centres shall be designated by the Sub-director of the Centre and shall be the Secretary of the Committee.

3. The officials designated by the Sub-director of the Centre who will be leaders of the processes that are carried out in the Training Centres.

**Ninth article: Functions of Training Centre Quality Management System Committees:** These shall discharge the following functions:

1. Disseminate the entity's quality policy and objectives.

2. Manage the implementation and continual improvement of the processes involved in the Quality Management System at the Training Centres.

3. Promote and verify, in accordance with institution's regulations and with national and international quality standards, the coherence of the processes and procedures at the Training Centres.

4. Support and stimulate the activities necessary to maintain the Quality Management System at the Training Centres.

5. Review and evaluate the Quality Management System based on the reports submitted by the Representative of the Sub-management of the Centre, in accordance with the parameters established in the prevailing regulations.

6. Analyze the data, evaluate the indicators, implement corrective action derived from the evaluations, propose guidelines and strategies to implement, maintain and improve the Quality Management System at the Vocational Training Centres, and make proposals for modifications.

7. Ensure that the appropriate communication processes are established in the Training Centres and that these take the effectiveness of the Quality Management System into consideration.

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8. Ensure that the requests made by users or customers of the Quality Management System are analyzed, verified and determined.

9. Ensure that resources are available to implement, maintain and improve the Quality Management System in accordance with the Annual Plan.

10. Other functions established in the law or in the regulations governing quality.

**Tenth article: Functions of the Sub-management Representative at Training Centres:** The Sub-management Representative at Training Centres shall discharge the following functions:

1. Submit strategies and modification suggestions to implement, develop, maintain and improve the Quality Management System to the Centre's Quality Management System Committee.

2. Ensure that the processes necessary for the Quality Management System at the Training Centres are established, implemented and maintained.

3. Inform the Sub-management of the Training Centres about the performance of the Quality Management System and any improvements that are needed.

4. Ensure that taking account of the requirements of users and customers is promoted at the Training Centres.

5. Submit the programmes for internal and external audits of the Quality Management System at the Training Centres for approval.

6. Compile information on the functioning of the Quality Management System at the Training Centres and make reports about on the performance of the Quality Management System and about any improvement needed

7. Submit the reports to the Training Centre Quality Management System Committee for review and evaluation of the Quality Management System.

8. Submit reports on the progress and functioning of the Quality Management System at the Centre to the General Director, to be submitted to the National and Regional Quality Management System Committees.

9. Convoke sessions of the Training Centre Quality Management System Committee in accordance with the eleventh article of this resolution.

10. Convoke meetings with the leaders or those responsible for processes to deal with matters related to follow-up, verification and modifications in the Quality Management System.

11. Draw up the agenda for the meetings, and prepare the information needed for the sessions.

12. Give notice of five (5) working days when convoking a session. The agenda, the minutes of the previous session and documents concerning the session shall be sent with this announcement.

13. Take the minutes at each meeting of the Training Centre Quality Management System Committee, which shall be a summary of what happened at the session, noting the place, time, attendees, agreements, decisions, documentation and conclusions.

14. Inform, when appropriate, the Committee's decisions to whom it may concern.

15. Keep the register and certify the minutes and recommendations made by the Training Centre Quality Management System Committee.

16. Other functions established in the law or regulations governing quality.

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**Eleventh article: Attendance at the meetings.** The National, Regional and Training Centre Quality Management System Committees shall ordinarily meet every two months, and extraordinary meetings may be convoked by the Director or Management Representative of the Quality Management System, or with a written and justified petition by any member of the Committee.

**Twelfth article: Special guests.** The meetings of the National, Regional and Training Centre Quality Management System Committees may be attended by special guests that the Committee considers pertinent.

**Thirteenth article: The quorum and decisions.** The National, Regional and Training Centre Quality Management System Committees shall be deemed in session when half plus one of the permanent members are present, and decisions shall be made by majority vote. Each session shall continue until the programmed agenda has been completed. At each meeting minutes shall be taken in which the members may put on record what they consider pertinent.

**Fourteenth article:** To communicate this resolution to all SENA servers and send copies to all the Area and Regional Directors and Centre Sub-directors.

**Fifteenth article:** This resolution shall come into force on its date of issue.

LET THIS BE COMMUNICATED AND COMPLIED WITH.

Issued in Bogotá, D.C., 23 November, 2004

DARÍO MONTROYAMEJÍA  
General Director

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## Annex 2.4

### SENA Centres certified with the ISO 9001:2000

#### SENA Centres Certified ISO:9000

In compliance with the 2002-2006 Strategic Plan, “SENA: Knowledge for all Colombians” and Law 872 of 2003 “To create the Quality Management System in the Executive Branch of the Public Administration” and in other entities rendering services, up to the present time the design, development and vocational training attendance service provision processes in the following Training Centres have been certified under the ISO 9001: 2000 standards:

National Centre for Footwear and Leather Manufacture – Antioquia Regional Office’

Garment Centre – Antioquia Regional Office

National Construction Centre – Antioquia Regional Office

Metal-mechanical Centre – Antioquia Regional Office

National Wood Centre – Antioquia Regional Office

National Textile Centre – Antioquia Regional Office

Trade Centre – Antioquia Regional Office

Health Services Centre – Antioquia Regional Office

Business Services and Management Centre – Antioquia Regional Office

Puerto Berrío Multi-Sector Centre – Antioquia Regional Office

Urabá Multi-Sector Centre – Antioquia Regional Office

Oriente Multi-Sector Centre – Antioquia Regional Office

La Salada Agriculture Centre – Antioquia Regional Office

CAISA Agriculture Attention Centre – Caldas Regional Office

Industrial Automation Centre – Caldas Regional Office

Industry and Construction Centre – Caldas Regional Office

Trade and Services Centre – Caldas Regional Office

La Dorada Multi-Sector Centre – Caldas Regional Office

The rest of the SENA Vocational Training Centres are in the implementation phase.

Source: [www.sena.edu.co](http://www.sena.edu.co) November 2005

The SENA Regional Office at Caldas has received ISO 9001:2000 and NTCGP 1000:2004 certification.

On Friday 4 November, 2005, the National Training Service (SENA) Regional Office at Caldas received ISO 9001 Quality Certification (2000 version) and the NTCGP 1000 Technical Quality Standard in Public Management (2004 version).

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This process was initiated in mid 2004 with awareness-raising and diagnosis of training needs, and continued through the phases of setting up committees for the Quality Management System, diagnosis, training, documentation and process implementation.

After the appropriate selection process, SENA chose the firm BVQI Colombia Ltda. to carry out the audits and certify five Vocational Training Centres and the administrative area.

The scope of certification in the administrative part is “To render consultancy services in undertakings and entrepreneurship, labour guidance, occupational guidance, and support services for vocational and administration training for the following centres: Industrial Automation, Agriculture, Trade and Services, Industry and Construction, and the La Dorada Multi-Sector Centre in the SENA Regional Office in Caldas.”

The scope of certification in the Industrial Automation, Trade and Services, and Industry and Construction centres covers “The design and rendering of integrated attendance vocational training services in agriculture and fisheries, trade and services, technical, and industry and construction”. At the La Dorada Multi-Sector Centre it covers “the rendering of integrated attendance vocational training services in trade and services, industry and construction, and agriculture.”

Source: [www.sena.edu.co](http://www.sena.edu.co) November de 2005

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## Annex 3.1

### National Accreditation Council - Colombia

#### General procedure for the accreditation of institutions

1. The legal representative of the institution applies for accreditation from the National Accreditation Council.

2. The National Accreditation Council makes an initial assessment of the condition of the institution.

3. The institution carries out a self-evaluation in accordance with National Accreditation Council guidelines.

4. The institution draws up a self-evaluation report for submission to the National Accreditation Council. This report shall be in the format specified by the National Accreditation Council in the Guide to Procedures.

5. The National Accreditation Council designates and prepares the team of academic peers and experts that will carry out the external evaluation.

6. The team of academic peers and experts draw up an external evaluation report. Before studying this report, the National Accreditation Council sends a copy to the institution, which may respond to the external evaluation report.

7. The National Accreditation Council makes its final evaluation based on the self-evaluation and the external evaluation, and a hearing granted to the institution.

8. If applicable, the National Accreditation Council draws up an assessment of the quality of the institution and submits this to the National Ministry of Education for the accreditation order to be issued. This assessment by the Council shall include a recommendation about the time period for which accreditation will be valid. This period shall be not less than five (5) years and not more than ten (10) years.

9. The National Ministry of Education issues the accreditation order based on the recommendation made by the National Accreditation Council.

10. If there are objections against the institution's accreditation or candidature, the National Accreditation Council shall confidentially communicate the results of the evaluation to the institution's legal representative, along with the pertinent recommendations, so the institution may, if it so desires, take action to make it possible to initiate a new accreditation process after no less than three (3) months have passed.

*Source:* National Ministry of Education of Colombia (MEN), The National Accreditation Council (CNA): "Guidelines for Institution Accreditation". Documents series CNA No. 2, Bogotá, Colombia, June 2001.

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## Annex 3.2

### Features of the legal framework for institutional accreditation in Colombia

On the subject of accreditation, **Law 30 of 1992** lays down the following:

**Article 53:** To create a National Accreditation System for higher education institutions, whose main aim is to guarantee to society that the institutions in the System comply with the highest quality requirements, and that they attain their purposes and objectives. Joining the Accreditation System is voluntary for Higher Education Institutions. Accreditation shall be temporary. The institutions that are accredited shall enjoy the prerogatives that this confers as laid down in the law and established by the National Higher Education Council, CESU.

**Article 54:** The System in the article above shall have a National Accreditation Council made up in part of members of the academic and scientific communities, and this shall be a dependency of the National Higher Education Council, CESU, which shall define its regulations, functions and membership.

**Article 55:** Higher Education institutions have the permanent task of carrying out self-evaluations, and this shall be part of the accreditation process. The National Higher Education Council, CESU, through the Colombian Institute for Fostering Higher Education (ICFES - Instituto Colombiano para el Fomento de la Educación Superior), shall cooperate with such entities to stimulate and improve self-evaluation procedures in institutions.

**Decree 2904 of 1994** lays down the following:

**Article 7:** After the National Accreditation Council has analyzed the self-evaluation and external evaluation documents and given the institution a hearing it shall make its evaluation, and proceed, when appropriate, with recognizing the quality of the programme or the institution, or drawing up the recommendations it might deem pertinent.

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## Annex 3.3

### SENA, General Management. Agreement No. 0016 of 2003

Which regulates aspects of the recognition or authorization of integrated methodical and complete vocational training programmes

The National Directing Council of the National Training Service, SENA, in the exercise of its legal prerogatives and especially those conferred in item f of number 9 of article 10 of Law 119 of 9 February 1994, and article 38 of Law 789 of 2002, and

#### CONSIDERING

That article number 5 of Extraordinary Decree 2838 of 1960 stipulates that “The object of integrated methodical and complete vocational training programmes is understood to be the apprentice worker enrolled in courses run by the National Training Service, SENA, or in those recognized by this entity, in specialized establishments or in enterprises themselves, when the conditions and requirements laid down by the National Directing Council of this entity are complied with.”

That Law 789 of 27 December 2002 introduced new elements in relation to the recognition or authorization of integrated methodical and complete vocational training programmes, which make it necessary to update SENA internal regulations governing said recognition or authorization, for timely and appropriate processing;

#### AGREES

**Article 1 - RECOGNITION:** The National Training Service, SENA, shall recognize training courses and programmes in specialized establishments or educational institutions recognized by the State and shall authorize enterprises that directly run training courses or programmes, in accordance with the provisions of items 3 and 4 of article 38 of Law 789 of 2002, in the framework of the National Training for Work System.

**Article 2 – BENEFITS OF THE RECOGNITION OF PROGRAMMES.** The benefits of the recognition of integrated methodical and complete vocational training programmes in enterprises by the SENA are as follows:

- 1) The possibility for students on these programmes to access a learning contract;
- 2) The right to reimbursement, as laid down in clause 3 of article 38 of Law 789 of 2002.

**Article 3 – CONDITIONS OF PROGRAMMES INVOLVING A LEARNING CONTRACT.** Enterprises that wish to provide integrated methodical and complete vocational training for their apprentices and thus obtain recognition by the SENA shall have to comply with the following conditions for each of their programmes:

a. Offer academic and practical content suitable to the integrated vocational training needs of the labour market;

b. Have human resources that are technically and pedagogically qualified in the areas covered by the integrated vocational training programmes; and

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c. Ensure, directly or through agreements with third parties, that the technical, pedagogic and administrative resources for adequate course implementation shall be available.

**Article 4** – The higher education programmes (Vocational Technical, University Technological or Professional) approved by the National Ministry of Education or the ICFES, shall be taken as recognized by the SENA if and when they include enterprise practice.

To comply with the learning contract, enterprises shall submit a monthly report on the learning contracts to the SENA in accordance with the format designed by SENA for this purpose, and in the manner specified.

**Article 5** – For pupils in the 10th and 11th grades of secondary education to be able to accede to the learning contract it is necessary that there be training for work programmes in the Institution’s Educational Project that are duly approved by the Secretary of Education, which correspond to the trades and occupations on the list published by SENA as qualifying for the learning contract.

To comply with the learning contract, enterprises shall submit a monthly report on the learning contract to the SENA, in accordance with the format designed by SENA for this purpose, and in the manner specified.

**Article 6 - DISTRIBUTION AND ALTERNATION OF TIME BETWEEN THE ACADEMIC PHASE AND THE PRODUCTIVE PHASE.**

The integrated methodical and complete vocational training programmes that receive recognition shall contain the phases of the work training process: the academic phase (general training for work), the guided practice phase, and the human development components corresponding to life project and entrepreneurship training and these lead to a certificate of vocational or occupational aptitude on a technical level in skilled or semi-skilled trades, with a minimum duration of 440 hours in the academic phase and 440 hours in the production phase.

Under no circumstances can the time fixed for the productive phase of practice in enterprises be more than the maximum specified in SENA training programmes.

**Article 7 – APPLICATIONS FOR RECOGNITION.** Applications for recognition of integrated methodical and complete vocational training programmes shall be submitted to the Regional or Section Director of the SENA at the location where the enterprise has its main registered office, and shall be submitted to the appropriate integrated vocational training centre for due evaluation.

The Regional or Section Director of the SENA shall make a ruling on the application for recognition for programmes by enterprises within thirty (30) working days of the submission. If this is not done within the time specified, the application is taken as approved.

The time period specified in this article shall begin on the date that the application for recognition of the programme and all the documentation required for that purpose is received by the documents administration office at the SENA Regional or Section Office where the entity or enterprise has its main registered office.

If the documentation should be incomplete the SENA shall make one single request to the applying entity for the information and documentation that is lacking and shall

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make the appropriate observations. The enterprise shall have a maximum of two (2) months from the date it receives this request from the SENA to submit the additional information and attend to the observations related to the application for programme recognition that it has submitted.

If the necessary changes are not made or the information required is not forthcoming within the set period, it shall be understood that the applying entity has desisted in its application and the submission shall be filed, and this shall not prejudice a new application by the entity at any time in the future.

The SENA Regional and Section Directors shall recognize integrated methodical and complete vocational training programmes through a resolution with justifications.

**Article 8 - REQUIREMENTS FOR RECOGNITION.**

Parties interested in obtaining recognition of their integrated methodical and complete vocational training programmes from the SENA shall submit the following documents:

1. Written application for recognition of the integrated methodical and complete vocational training programme to the SENA Regional or Section Director from the enterprise's main registered office, countersigned by the Legal Representative.

2. Authorization of the programme by the appropriate official authority, if this is a legal or regulatory requirement.

3. Original certificate of existence and legal representation issued by the Chamber of Commerce, with a validity date of not more than forty-five (45) days.

4. A certificate of compliance from each of the social security entities, Family Compensation Funds, SENA and ICBF, to which the workers are affiliated.

5. Curricular structure of the programme, description of the didactic and support resources for the programme, list of Teaching Staff of the programme, and an attached copy of the Curriculum Vitae of each of the teachers or instructors.

6. In the case of alliances, a copy of the agreement or contract in force whereby the technical, pedagogic or educational resources are guaranteed.

7. A market study showing the relation of the programme to the labour context, identifying the geographical places (municipalities or departments) where there is demand for the worker profile in question, and also enterprises that require or seek this profile.

8. Administrative arrangements for the programme: registration, selection and enrolment processes, follow-up on the training, evaluation, certification, trainee services and follow-up on those who complete the programme.

**Article 9 – FINANCE SOURCES FOR REIMBURSEMENT:** In compliance with the provisions of clause 3 of article 38 of Law 789 of 2002, the SENA shall follow the appropriate procedure with the pertinent authority to obtain a budgetary allocation to finance such reimbursements.

**Article 10 – REIMBURSEMENTS TO ENTERPRISES WITH RECOGNIZED PROGRAMMES:**

The SENA shall reimburse enterprises with recognized programmes for the cost of training to the amounts approved in the open calls for offers for this purpose, and this amount shall be defined in a ruling by the General Director of the SENA, taking into consideration the equivalent costs that the SENA incurs for similar training courses.

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Under no circumstances shall the annual amount an enterprise is reimbursed for the different services rendered by the SENA, directly or through agreements, exceed 50% of the amount of the extra-fiscal contributions paid to the SENA by the enterprise in question during the immediately prior fiscal period.

**Clause 1:** Enterprises that guarantee human, technical, pedagogic or human resources through agreements with the SENA or with other State entities shall have these resources discounted from the amount of the reimbursement.

**Clause 2:** Specialized establishments, educational entities and organizations that regularly give formal or non-formal education in the community in general do not have the right to economic reimbursement stipulated in this article, either directly or through enterprises to which they render services.

**Clause 3:** Enterprises with programmes recognized prior to the calls for offers made by SENA under the provisions of this Agreement and that might be interested in the reimbursement established in Law 789 of 2002 and in this agreement, shall have to participate in them to apply for recognition to be renewed and acquire the right to reimbursement. Students on programmes for which recognition is in force at the date of the issue of this Agreement are subject to the learning contract.

**Article 11 – EVALUATION OF TRAINING QUALITY.** The SENA Regional or Sectional Office that awards recognition shall carry out follow-up on the quality of these programmes, in line with the evaluation and follow-up methodology that the management of the National Vocational Training System shall design.

**Article 12 – TRAINING CERTIFICATION.** When a training course finishes the enterprises that runs the recognized programme shall issue the corresponding certificate. When the certificate of vocational aptitude is issued to the learner it shall include documentation of the accreditation that SENA has to accredit, describing the specific area of study and the hours of training involved.

**Article 13 – CANCELLATION OF RECOGNITION.** The SENA Regional or Section Director can, through a duly substantiated administrative act, directly cancel recognition that has been awarded in the following cases:

- a. Low quality of the vocational training in question.
- b. Failure to comply with any of the requirements that recognition was based on.
- c. Failure to fulfil the obligation to duly check the learners' training process in the production or practical stage.
- d. Serious or repeated failure on the part of the enterprise to inform the SENA about irregularities that might be detected in the development of the trainees' learning contracts.
- e. Failure to fulfil the obligation to make impact evaluations of trainees who complete the training in the year following the end of the course.
- f. Failure to make the twice-yearly self-evaluation or failure to respond to evaluation recommendations within the stipulated time period.
- g. Submitting incorrect information.

**Article 14 –** In the case of programmes in non-formal education institutions, the prevailing regulations about the subject and those expedited to such effect shall be taken into consideration.

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To comply with the learning contract, enterprises shall submit a monthly report on the learning contracts to the SENA, in accordance with the format designed by SENA for this purpose, and in the manner stipulated.

**Article 15 - PUBLICATION.** This Agreement shall be published in the Official Gazette.

**Article 16 – VALIDITY AND ANNULMENTS.** This agreement shall be in force from its date of publication and it overturns all regulations that may contradict it, in particular the regulation in Agreement 007 of 2000.

LET THIS BE PUBLISHED; COMMUNICATED AND COMPLIED WITH

Issued in Bogotá, 11 December 2003.

LUZ STELLA ARANGO DE BUITRAGO

Vice-Minister of Labour Relations

PIEDAD PÉREZ DE ESCOBAR

SENA General Secretary

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## Annex 4.1

### International Quality Awards

**ARGENTINA: National Quality Award** – This award was instituted in 1994 to promote, develop and disseminate processes and systems for continual improvement in the quality of the products and services offered by enterprises, so as to support modernization in Argentine organizations and make them more competitive.

**BRAZIL: National Quality Award** – The Foundation for the National Quality Award has been running this system since 1992. The aim is to promote awareness of quality and productivity in Brazilian enterprises that produce goods and provide services, and to foster the spread of best practices in organizations, including public organizations.

**CANADA: Canadian Award for Excellence** – This award, from the National Quality Institute, is based on the Canadian Framework for Business Excellence.

**COLOMBIA: Colombian Quality Award (1975) for Management (since 2001)** - This is awarded as recognition by the Government to enterprises in the public or private sector that stand out for their practical focus in the development of Integrated Management processes geared to quality and productivity so their products and services will be competitive and reliable. The award is administered by the Quality Corporation (Corporación Calidad).

**CUBA: Republic of Cuba National Quality Award** – This was instituted as a way to give recognition to organizations that stand out for achieving good results in the application of total quality management and economic efficiency systems.

**ECUADOR: National Quality Award of Ecuador** – The body responsible for the administration of this National Quality Award is the Total Quality Corporation of Ecuador (Corporación Ecuatoriana de la Calidad Total).

**EUROPE: European Quality Award** – The European Foundation for Quality Management (EFQM) was set up in 1988 by 14 important enterprises in Europe, and it is based in Brussels. Today it has more than 800 members including national organizations from different countries, from all the important regions in Europe. The EFQM launched the EFQM Excellence Model in 1991 as a basis for self-evaluation and for the European Quality Award, which was awarded for the first time in 1992.

**FUNDIBEQ: Latin American Quality Award** – This has been in operation since 2000. It is based on the Latin American Management Excellence Model, and involves an agreement among representatives from 17 Latin American countries. The aim is to promote global quality management as a sure path to sustainable progress.

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- JAPAN: Deming Prize** – This prize for Total Quality Management was established in 1950 and awarded for the first time in 1951. It is awarded by the Japanese Union of Scientists and Engineers (JUSE), and it was named in honour of Dr W. E. Deming. There are three categories, the Individual Prize (for people), the Application Prize (organizations) and the Prize for Operating Units.
- MEXICO: National Quality Award** – The aim of this award is to promote the adoption of integrated quality models based on the National Total Quality Model. It was first awarded in 1990, and it was one of the pioneer awards in the world.
- PARAGUAY: National Quality Management and Excellence Award** – This was instituted in 1999 to promote and stimulate knowledge about and the establishment of Total Quality and Excellence Processes in Management. The award is administered by the National Quality and Excellence Award Foundation (Fundación Premio Nacional de Calidad y Excelencia).
- PERU: National Quality Award** – This award is administered by the Quality Management Committee and it is for organizations that stand out as an example to others as regards achievements in implementing the model. There are three categories, Enterprises Producing Goods, Service Enterprises, and Small Enterprises.
- SCOTLAND: Scottish Award for Business Excellence** – The Scottish Quality Foundation promotes the European Foundation for Quality Management Excellence Model (EFQM) as a strategic tool for competitiveness in business. The Foundation uses this model as a basis for the Scottish Award for Business Excellence, which has been in operation since 1994.
- SOUTH AFRICA: South African Excellence Award** – This award is based on the South African Excellence Model, which combines models from Europe and the United States. The award is administered by the South African Foundation for Excellence, which was established in 1997.
- UNITED STATES: Malcolm Baldrige National Quality Award** – This was established in 1987. It recognizes United States organizations for achievements in quality and excellence in business. Its evaluation criteria have not only become the standard for measuring excellence in enterprise management but also a model for other quality awards to follow. It is administered by the government's Department of Trade, through the National Institute of Standards and Technology (NIST).
- URUGUAY: National Quality Award** – This enables the Government to give recognition to enterprises. It is based on the Continual Improvement Model (Modelo de Mejora Continua) developed by the National Quality Committee (Comité Nacional de Calidad).

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## Annex 4.2

### Brazil: National Quality Award

#### Profile, Criteria, Items and Points System

<b>Profile of the Organization</b>	
P1 Description of the organization	
P2 Competence and a competitive environment	
P3 Important aspects	
P4 Record of the search for excellence	
P5 Organigram	
<b>Criteria and Items – Maximum Points</b>	
<b>1 Leadership</b>	<b>100</b>
1.1 Leadership system	30
1.2 Culture of excellence	40
1.3 Critical analysis and global performance	30
<b>2 Strategies and Plans</b>	<b>90</b>
2.1 Formulation of strategies	30
2.2 Unfolding of strategies	30
2.3 Performance measurement planning	30
<b>3 Customers</b>	<b>60</b>
3.1 Image and knowledge of market	30
3.2 Customer relations	30
<b>4 Society</b>	<b>60</b>
4.1 Socio-environmental responsibility	30
4.2 Ethics and social development	30
<b>5 Information and knowledge</b>	<b>60</b>
5.1 Information management in the organization	20
5.2 Comparative information management	20
5.3 Management of intellectual capital	20
<b>6 People</b>	<b>90</b>
6.1 Work systems	30
6.2 Training and development	30
6.3 Quality of life	30
<b>7 Processes</b>	<b>90</b>
7.1 Management of processes relative to product	30

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7.2 Management of support processes	20
7.3 Management of processes relative to suppliers	20
7.4 Economic-financial management	20
<b>8 Results</b>	<b>450</b>
8.1 Results relative to customers and the market	100
8.2 Economic-financial results	100
8.3 Results relative to people	60
8.4 Results relative to suppliers	30
8.5 Results of processes relative to product	80
8.6 Results relative to society	30
8.7 Results of support and organization processes	50
<b>Total Points Possible</b>	<b>1.000</b>

**Source:** National Quality Award Foundation (FNPQ): “Excellence criteria. The state of the art in management for excellence in performance and increased competitiveness” (Criterios de Excelencia. El estado del arte de la gestión para la excelencia del desempeño y el aumento de la competitividad). Brazil, 2005 (en [www.fnpq.org.br](http://www.fnpq.org.br)).

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## Annex 4.3

### Colombian National Quality Management Award

#### Criteria and points for evaluation

<b>CRITERIA</b>	<b>MAXIMUM</b>
<b>1. STRATEGIC MANAGEMENT</b>	<b>100 POINTS</b>
1.1. Formulation of Strategic Guidance	40 points
1.2. Deployment of Strategic Guidance	20 points
1.3. Follow-up on Strategic Guidance	20 points
1.4. Strategy, Structure and Culture	20 points
<b>2. MANAGEMENT OF CUSTOMERS AND MARKETS</b>	<b>100 POINTS</b>
2.1. Knowledge of the Customer and the Market	25 points
2.2. Deployment of Quality System to interpret Customer Needs	25 points
2.3. Management of Customer Relations	25 points
2.4. Response Systems	25 points
<b>3. LEADERSHIP</b>	<b>60 POINTS</b>
3.1. Leadership by Example	20 points
3.2. Principles, Beliefs and Values	20 points
3.3. Teamwork	20 points
<b>4. PERSONNEL DEVELOPMENT</b>	<b>100 POINTS</b>
4.1. Selection, Induction, Training and Preparation	25 points
4.2. Participation, Recognition and Commitment	25 points
4.3. Quality of Life at Work	25 points
4.4. Intellectual Capital	25 points
<b>5. INFORMATION MANAGEMENT</b>	<b>60 POINTS</b>
5.1. Design and Administration of Information Systems	30 points
5.2. Information Analysis	30 points
<b>6. MANAGEMENT OF PROCESSES</b>	<b>100 POINTS</b>
6.1. Structure of Processes	30 points
6.2. Management of Daily Work	20 points
6.3. Quality Management	30 points
6.4. Management of Purchases, Suppliers and Sub-contractors	20 points
<b>7. SOCIAL RESPONSIBILITY</b>	<b>80 POINTS</b>
7.1. Social Projection	20 points
7.2. Environmental Management	20 points

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7.3. Corporative Government	20 points
7.4 Promotion of Quality Culture	20 points
<b>8. RESULTS</b>	<b>400 POINTS</b>
8.1. Results Focused on Customer	110 points
8.2. Results Focused on Organization and its Shareholders	150 points
8.3. Results Focused on Human Management	70 points
8.4. Results Focused on Community, Suppliers and Environment	70 points
<b>TOTAL</b>	<b>1.000 POINTS</b>

**Source:** Colombian Ministry of Trade, Industry and Tourism, and Corporación Calidad: “Colombian Quality Management Award 2004-2005 Participants Guide.” Bogotá, 2005

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## Annex 4.4

### Chile. National Quality Award

#### Criteria and technical evaluation points system

The aim of the criteria used for judging the National Quality Award is to focus the attention of organizations on those principles inspiring management that are objectively associated with enterprises obtaining real and lasting competitive advantages and permanent gains in value and efficiency in public services, discouraging the development of strategies that are solely or mainly based on artificial advantages or conditions that are not sustainable in the long term.

With this perspective, the examiners, judges and jury shall give priority consideration to three fundamental aspects that are involved in the general results of an enterprise or service: global management results, domestic and foreign customer satisfaction, and level of quality of life within the organization.

The principles mentioned above are expressed in the evaluation criteria. Each criterion involves a number of sub-criteria which, in turn, have specific evaluation areas. Values are given out of a total of 1,000 points, distributed as follows:

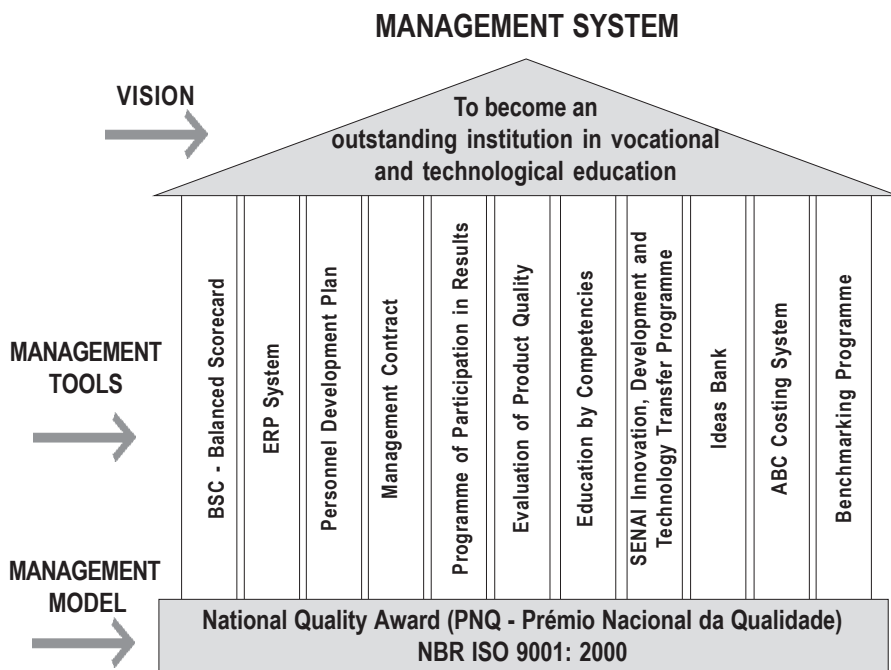
CRITERIA AND SUB-CRITERIA	MAXIMUM POINTS
<b>1. Leadership</b>	<b>150</b>
1.1 Leadership and top management	(75)
1.2 Leadership for excellent performance	(75)
<b>2. Customer satisfaction management</b>	<b>115</b>
2.1 Knowledge of customers and the market	(25)
2.2 Management of relations with customers	(70)
2.3 Measurement of customer satisfaction	(20)
<b>3. Personnel and organization commitment and development</b>	<b>150</b>
3.1 Personnel management	(20)
3.2 Education and training	(30)
3.3 Remuneration, performance and recognition of workers	(20)
3.4 Worker participation in quality management process	(30)
3.5 Risk prevention and quality of life at work	(50)
<b>4. Strategic planning</b>	<b>70</b>
4.1 Strategy development	(35)

4.2 Strategy deployment	(35)
<b>5. Process management</b>	<b>125</b>
5.1 Design and introduction of products and services	(35)
5.2 Management of production processes and delivery of products and services	(40)
5.3 Management of support processes	(25)
5.4 Quality of suppliers	(25)
<b>6. Information and analysis</b>	<b>65</b>
6.1 Measurement of organization performance	(35)
6.2 Analysis of organization performance	(30)
<b>7. Social responsibility</b>	<b>50</b>
7.1 Protection of the environment and natural resources	(25)
7.2 Social contribution	(25)
<b>8. Results</b>	<b>275</b>
8.1 Results in customer satisfaction	(65)
8.2 Operational and financial results	(65)
8.3 Results in organization effectiveness	(55)
8.4 Results for society and the environment	(25)
8.5 Results in employee satisfaction	(40)
8.6 Results in quality of suppliers	(25)
<b>Total</b>	<b>1.000</b>

Chile Calidad: “Premio Nacional a la Calidad, Hacia una Gestión de Excelencia, Versión 2004”. Santiago 2004. At [www.chilecalidad.cl](http://www.chilecalidad.cl)

## Annex 4.5

Main tools of the SENAI/SC Quality Management System represented in the “casa da qualidade”.



**Source:** SENAI/SC: “Em busca da Excelência”. Presentation by Marco Antonio Dociatti at the 4th Latin American Congress on Quality in Education. SENAI, Brazil, September 2005. At [www.cinterfor.org.uy](http://www.cinterfor.org.uy) and at [www.sc.senai.br](http://www.sc.senai.br)

## Annex 4.6

### Argentina. Educational Institutions Quality Model

#### Self-evaluation. Components, Criteria and Factors

<b>Table of Maximum Points</b>	
<b>Component: Leadership</b>	<b>200</b>
<b>1. Leadership</b>	<b>200</b>
1.1. Strategic orientation	80
1.2. Commitment	70
1.3. Social responsibility	50
<b>Component: Management System</b>	<b>450</b>
<b>2. Strategic planning</b>	80
2.1. Planning process	40
2.2. Strategies and plans	40
<b>3. Focus on students and interested parties</b>	<b>120</b>
3.1. Knowledge of student needs and expectations	40
3.2. Knowledge of interested parties' needs and expectations	30
3.3. Management of relations with students and interested parties	30
3.4. Treatment of suggestions and complaints	10
3.5. Measurement of satisfaction and loyalty of students and interested parties	10
<b>4. Information and Communication</b>	<b>70</b>
4.1. Selection and utilization of information and data	15
4.2. Comparative information. Definition, selection and utilization	15
4.3. Key information in the institution's performance evaluation system	20
4.4. Communication	20
<b>5. Focus on teaching and non-teaching personnel</b>	<b>90</b>
5.1. Planning and guidance	20
5.2. Training, updating and development of teaching and non-teaching personnel	40
5.3. Satisfaction of teaching and non-teaching personnel	30
<b>6. Management of educational and support services</b>	<b>90</b>
6.1. Focus on process management	20
6.2. Design of institution services	20
6.3. Key processes	30

6.4. Support processes	10
6.5. Processes for service providers	10
<b>Component: Results</b>	<b>350</b>
7. Results of institution performance	<b>350</b>
7.1. Results of student and ex-student performance	120
7.2. Results of student and interested party satisfaction and loyalty	50
7.3. Results of teaching and non-teaching personnel	90
7.4. Operational, economic-financial and intangible results	40
7.5. Results for service providers	20
7.6. Results of action on social responsibility	30
<b>TOTALPOINTS</b>	<b>1.000</b>

**Source:** National Quality Award Foundation (FPNC - Fundación Premio Nacional a la Calidad), Argentina, Education Committee: “Modelo de Evaluación de la Gestión de Calidad para Instituciones Educativas, Una Herramienta para la Autoevaluación Institucional”. Buenos Aires, November 2002. At: [www.premiocalidad.com.ar](http://www.premiocalidad.com.ar)

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## Annex 4.7

### Decree 379 of 30 May 1997

whereby

#### THE SANTA FE DE BOGOTÁ SCHOOL MANAGEMENT AWARD

Is created to stimulate State and private pre-school, elementary and secondary educational institutions in the Capital District.

The Chief Council of Santa Fe de Bogotá, D.C., in accordance with the provisions of Organization Law 60 of 1993 and in Law 115 of 1994, and

#### CONSIDERING:

That article 4 of Law 60 of 1993 confers on the Capital District, through the Education Secretariat, responsibility for directing, administering and regulating the provision of education services at the pre-school, elementary and secondary levels.

That article 151 of Law 115 of 1994 makes the Education Secretariat responsible for the function of fostering the quality of education through programmes that promote research and innovation.

That management is a vital component of the education process and a mechanism to ensure quality in rendering the education service.

#### DECREE:

**Article 1** – The creation of the **SANTA FE DE BOGOTÁ SCHOOL MANAGEMENT AWARD** as a means to recognize and stimulate State and private pre-school, elementary and secondary educational institutions that have successfully coordinated their pedagogic and administrative tasks with innovation, and improved educational activity.

**Clause** – The Award shall be made in 1997. It consists of a sculpture of the Award logo, an economic incentive for equipment and materials, dissemination of the experience, and preferential linkages to SED support and training plans.

**Article 2** – Delegate to the Secretary of Education the task of drawing up and adopting the **GUIDE TO SCHOOL MANAGEMENT EVALUATION** that shall contain the guidelines, criteria, components, objectives, structure, procedures, evaluation, adjudication and commitments for the evaluation of school institutions that participate in the 1997 AWARD scheme.

**Article 3** – This Decree shall come into force on its date of issue.

Let this be communicated, published and complied with.

Issued in Santa Fe de Bogotá, D.C., 30 May 1997.

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## Annex 4.8

Colombia, Bogotá D.C.

Excellence Award for School Management

### Components, Criteria and Evaluation Points

<b>The institution and its context</b>	
<b>1. Institutional horizon</b>	<b>130</b>
1.1. Formulation of strategic guidance	30
1.2. Organization structure	20
1.3. Deployment and appropriation of strategic guidance	25
1.4. Follow-up and evaluation	25
1.5. Results	30
<b>2. School government and leadership</b>	<b>110</b>
2.1. School government	25
2.2. Relationship training	25
2.3. Leadership	30
2.4. Results	30
<b>3. Academic management</b>	<b>150</b>
3.1. Pedagogic processes	40
3.2. Curricular development	40
3.3. Evaluation system for learning process	35
3.4. Results	35
<b>4. Administrative management</b>	<b>130</b>
4.1. Administrative processes	30
4.2. Administration of financial resources	25
4.3. Administration of infrastructure and materials	25
4.4. Administration of information	20
4.5. Results	30
<b>5. Student development</b>	<b>150</b>
5.1. Student enrolment and monitoring	40
5.2. Well being and personal development	45
5.3. Stimulus and recognition	30
5.4. Results	35
<b>6. Development of teaching and administrative personnel</b>	<b>120</b>
6.1. Selection and induction process	20

6.2. Well being and satisfaction of teaching and administrative personnel	25
6.3. Training and personal development	30
6.4. Evaluation system, stimulus and recognition	20
6.5. Results	25
<b>7. Community development</b>	<b>80</b>
7.1. Programmes and services	30
7.2. Student social service	25
7.3. Results	25
<b>8. Results and institutional improvement</b>	<b>130</b>
8.1 Institutional results	50
8.2. Analysis of indicators	40
8.3. Improvement measures	40
<b>TOTAL POINTS</b>	<b>1.000</b>

**Source:** District of Bogotá Education Secretariat, and Corporación Calidad: “Galar-dón a la Excelencia Premio a la Gestión Escolar, Guía de Autoevaluación 2004-2005”. At [www.ccalidad.org](http://www.ccalidad.org) and at [www.redacademica.edu.co](http://www.redacademica.edu.co)

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## Annex 6.1

### Graduados Colombia. Labour Monitoring for Education

#### Ministry of National Education, Colombia

Labour Monitoring for Education (Observatorio Laboral para la Educación) is a follow-up information system for graduates in Colombia, in the first instance for higher education. Its main objectives include providing quantitative information on the employability of graduates, and qualitative information about the pertinence of the area of training checked against the occupation of the graduate.

This information on higher education graduates in Colombia will yield detailed information on the professionals and technicians in the country, will serve as a tool to orient policies in the higher education sector, will help to strengthen institutions, and will guide students' decisions. The Monitoring System will yield timely information about the probability of graduates finding employment and about the demand for these professionals in the labour market. This information will be a guide for school leavers, parents of families, educational institutions and the government in taking decisions about which course to choose (in the case of school leavers and parents) or the formulation of education policies (in the case of the government and institutions). The information concerns the work obtained by the graduates of each course, where and how people can study, how many professionals there are and how many graduate each year.

The Monitoring System is a combined initiative by higher education institutions, the Ministry of National Education and graduates themselves, for the benefit of everyone.

**Source:** Ministry of National Education, Colombia: "Graduados Colombia Observatorio Laboral para la Educación". At [www.mineducacion.gov.co](http://www.mineducacion.gov.co) Calidad Graduados Colombia, Bogotá, December 2005.

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## Annex 6.2

### Links to Labour Monitoring Systems for Education

[www.mineduacion.gov.co](http://www.mineduacion.gov.co) Calidad Graduados Colombia  
[www.graduadoscolombia.edu.co/ol\\_links.php](http://www.graduadoscolombia.edu.co/ol_links.php)

#### **Other useful links**

The following are web sites the reader may consult to broaden his knowledge and find references to other systems in Colombia and in the world.

#### **Labour Monitoring Systems**

##### **AUSTRALIA - Workplace**

A government service that compiles information about the labour market, employment and needs. It provides a system in which State policies, enterprises and job seekers can interact.

<http://www.workplace.gov.au/>

##### **BRAZIL - Ministry of Labour and Enterprise**

This is the Ministry of Labour and Enterprise portal that provides a wide range of information about legal aspects, enterprises, and statistics about work and its context.

<http://www.mte.gov.br/>

##### **CANADA - Job Futures**

This service offers information, guidance, documentation and placement possibilities in the Canadian labour market. It relates education to the work area both currently and with projections for the future.

<http://jobfutures.ca/>

##### **COLOMBIA - CCB Observatorio del Mercado de Trabajo**

A three-monthly publication from the Bogotá Chamber of Commerce that analyzes indicators and labour statistics for Bogotá and Cundinamarca.

<http://camara.ccb.org.co/>

##### **COLOMBIA - MPS Observatorio de Recursos Humanos en Salud**

A monthly bulletin from the Ministry of Social Protection that has variables and indicators for the labour market in the health sector. The information is organized on a regional basis.

<http://www.minproteccionsocial.gov.co>

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### **COLOMBIA - SENA Observatorio Laboral y Ocupacional Colombiano**

This offers periodic information about the labour market obtained from SENA public employment service centres. There is data about occupations related to the offer and demand, and follow-up on graduates.

<http://observatorio.sena.edu.co/>

### **CHILE - Futuro Laboral**

This is the Ministry of Education portal that has information on the labour situation of graduates from technical and professional courses in Chile. It also provides information about courses, allows searches for different criteria, and gives statistical information.

<http://www.futurolaboral.cl/FuturoLaboral>

### **CHILE - Observatorio Laboral**

This is the Ministry of Labour and Social Security portal which publishes studies and statistical data about the labour and work environment.

[http://www.mintrab.cl/observatorio\\_laboral.html](http://www.mintrab.cl/observatorio_laboral.html)

### **EUROPEAN UNION - European Employment Observatory**

A European Commission project that provides updated information and comparative studies about the labour market and employment policies, designed to make a contribution to the development of European strategies in this field.

<http://www.eu-employment-observatory.net/>

### **FRANCE - L'Observatoire de l'ANPE (l'Agence Nationale pour l'Emploi)**

This is the National Employment Agency portal that publishes studies and statistical analysis of the labour market. It encourages enterprises and job seekers to take part.

<http://www.anpe.fr/observatoire/>

### **FRANCE - CEREQ L'Observatoire national des entrées dans la vie active (ONEVA)**

The Qualifications Studies and Research Centre (CEREQ) is a public institute for study and research into training and employment, and it is in charge of the National Monitoring System for Entry into Active Life (ONEVA), which studies the labour insertion of graduates.

<http://www.cereq.fr/SiteGSE/SiteGSE/GSE.htm>

### **ITALY - Alma Laurea**

This service is organized by a consortium of universities. It does research and provides permanent information about work for higher education graduates. It covers the whole country and provides a wide range of statistical information and analysis.

<http://www.almalaurea.it/>

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### **MERCOSUR - Observatorio del Mercado del Trabajo**

This is a space for consultation and sharing information about every aspect of the labour market in the member countries (Argentina, Brazil, Uruguay and Paraguay). It has information on employment, vocational training, labour migration, social security, and regulations, policies and programmes.

<http://www.observatorio.net/>

### **MEXICO - Observatorio Laboral**

This is an on-line public information service about the labour market provided by the Secretary of Labour and Social Security. There is information about occupations, study programmes and labour links.

<http://www.observatoriolaboral.gob.mx/>

### **NEW ZEALAND - Kiwi Careers**

This is a government service that provides information about work, industry and education and training programmes. It gives help for choosing a plan of study.

<http://www.kiwicareers.govt.nz/>

### **SPAIN - INEM Observatorio Ocupacional**

Space where the Employment Institute presents information about the labour market, occupations and vocational training. It has global, regional and comparative studies and statistics.

[http://www.inem.es/ciudadano/p\\_observatorio.html](http://www.inem.es/ciudadano/p_observatorio.html)

### **UNITED STATES OF AMERICA - Career InfoNet**

A portal that presents the Department of Labour vision and information for students, employers and job-seekers. Its objectives are to help people make decisions and support labour demand.

<http://www.careerinfonet.org/acinet/default.asp>

### **International Higher Education Prospects**

#### **DARES - Etudes et Statistiques**

The French Ministry of Labour provides information on studies, statistics and work through the DARES (direction de l'animation de la recherche, de l'évaluation et de la statistique), a specialist organization for research and publications in this field.

<http://www.travail.gouv.fr>

#### **DFES - Department for Education and Skills**

This service is run by the Education Department in the United Kingdom. It provides information about studies, analysis, statistics, State policies and documentation about all levels of education, with an emphasis on the skills that are necessary to enter the production labour market.

<http://www.dfes.gov.uk/>

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### **Policy Futures in Education - UK Journal**

This is a three-monthly online publication in the United Kingdom geared to the debate among academics, government and management about education policies.

<http://www.worlds.co.uk/pfie/>

### **Programa ALFA (América Latina - Formación Académica)**

Cooperation programme among higher education institutions in the European Union and Latin America. It includes the Tuning project which aims at “tuning up” educational structures in Latin America.

<http://europa.eu.int>

### **Red OEI-OIT sobre Educación, Trabajo e Inclusión Social**

A programme run by the Organization of Latin American States. It focuses on education and social inclusion to promote education and work.

<http://www.oei.es/edytrabajo.htm>

### **SITEAL - Sistemas de Información de Tendencias Educativas en América Latina**

This programme is run jointly by the International Institute of Education Planning and the Organization of Latin American States. The aim is to study education and its social impact. It has a study on employment.

<http://www.siteal.iipe-oei.org>

### **UNESCO/OECD Forum on Trade in Education Services**

A UNESCO-OECD Australia forum for sharing services in education to improve capacity, quality and accreditation in post-secondary education.

<http://www.dest.gov.au>

### **Veinte años de educación y trabajo. Gallart, M. A. - Publicación**

A selection of texts published by María Antonia Gallart, the top Latin American researcher in the area of coordination between training and work in Latin America.

<http://www.cinterfor.org.uy>