



The Nordic Experience – Quality Work in the City of Stockholm

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Why a Quality System?

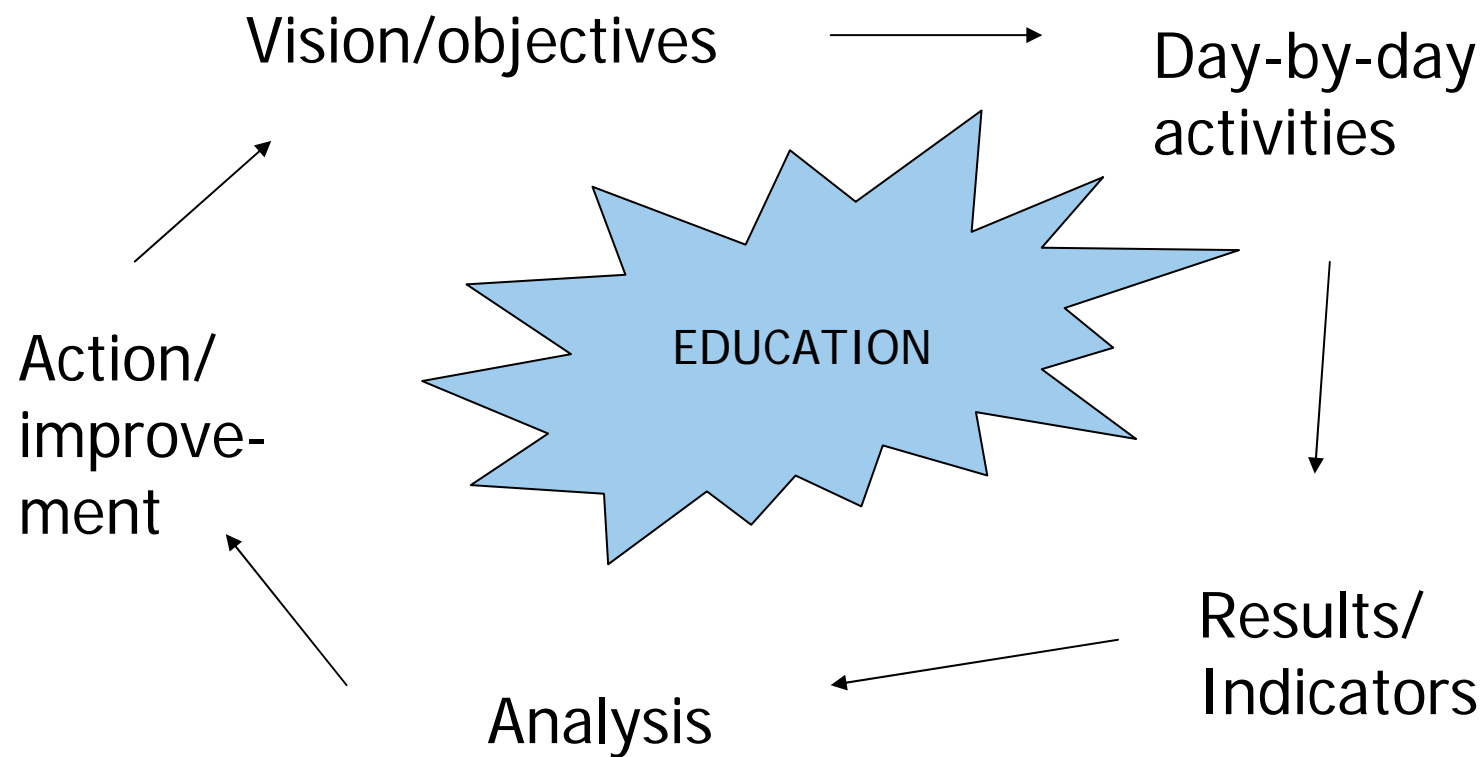
- Improve Quality in Processes and Results primarily on the School level
- Stimulate and enhance School Improvement work
- Produce information



How to use the outcomes?

- Give the schools tools and support in order to develop the local quality work
- Inform the citizens about the quality of the schools
- Aggregate data on the City level in order to inform decision makers

Quality work



Basic principles

- Collect data once a year
- Integrate two managing systems – The State's and The City's
- Each system level develops a Quality System
(1. City 2. City District or Ed Adm 3. Schools)
- Dialogue as the key factor: pupils, parents, staff, levels
- Each system level is responsible for the Quality on that level
- From Pre-school to Adult Ed
- The City's schools and - to a part - the Independent schools
- The Quality System must be considered legitimate, by staff, citizens and decision makers
- It is always possible to do a little bit better – no limits



Objectives

- Stockholm – Attractive for living, companies, visit
 - More competition within the Ed Adm
 - Contribute to a sustainable living environment
 - More possibilities for cultural activities in schools
 - Increase internal and external cooperation
- Improve quality and freedom of choice in Sthlm
 - Stimulate more options for the citizens
 - More pupils must pass exams
 - All pupils must have a good study environment
 - Ed Adm must be an attractive working place
- Cost-efficiency in the City's Activities
 - Better economic prognosis
 - Allocate resources from administration and buildings to schools



Indicators – some examples

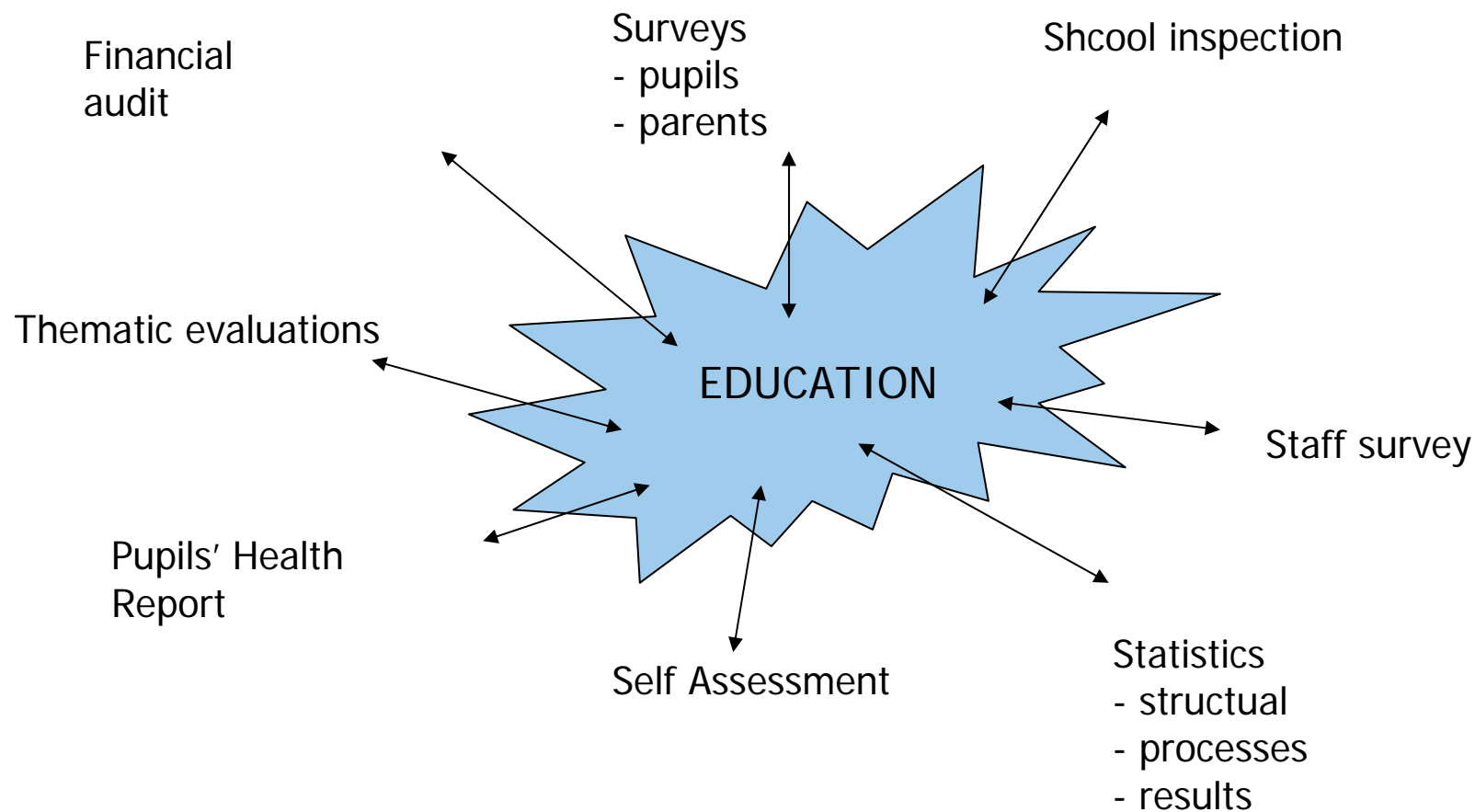
- Contribute to a sustainable living environment
 - % of schools with an acceptable ventilation
 - % of ecological cars
 - % of ecological food

- More pupils must pass exams
 - % of citizens' conception of quality in school
 - % who pass nat'l tests in grade 5 and 9 (compulsory)
 - % who pass in all subjects in grade 9 (compulsory)
 - % who pass upper sec/high school
 - % who pass Swedish for immigrants
 - % of trained teachers in compulsory and upper sec/high sch

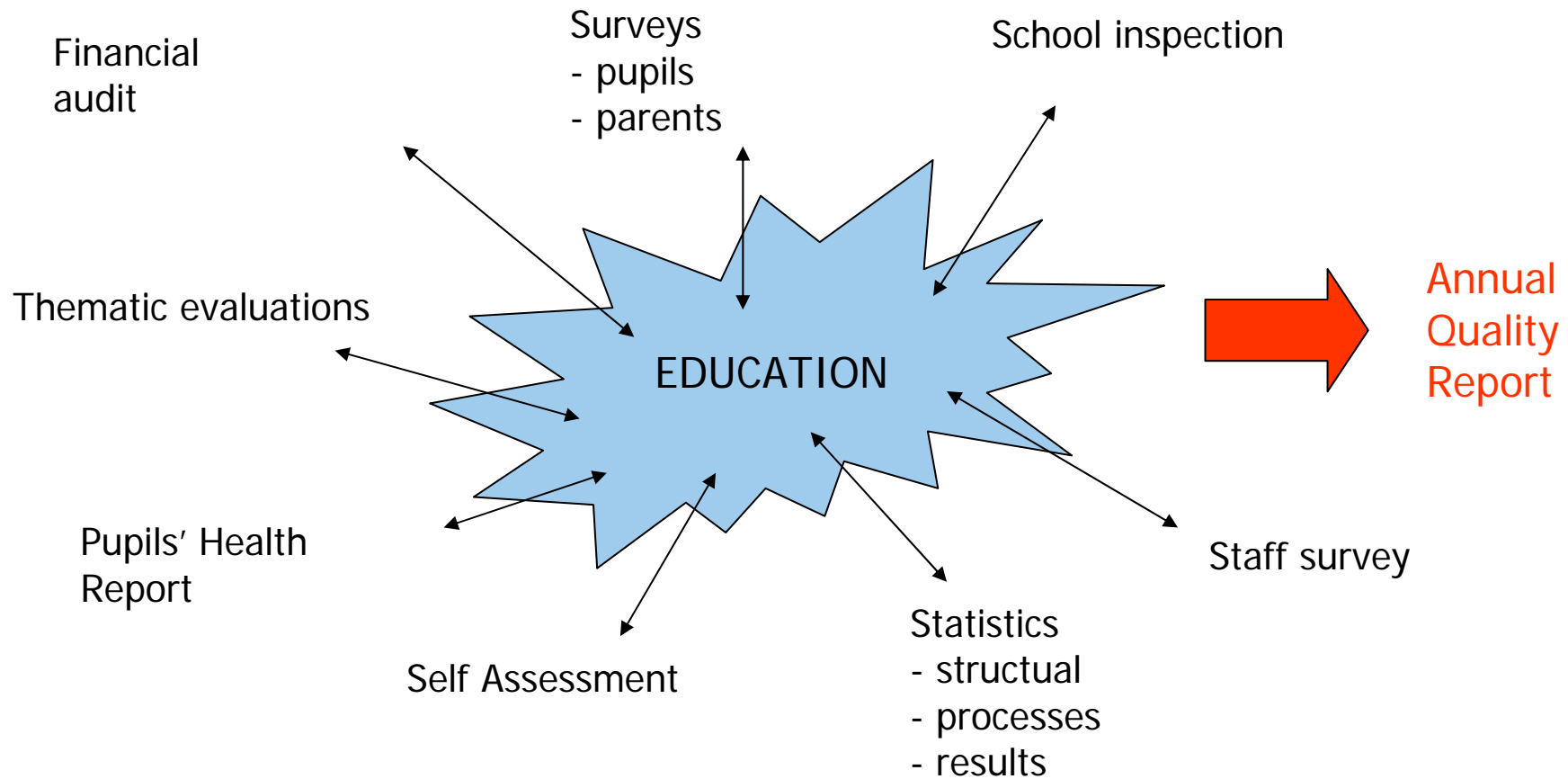
 - Reading project
 - System for reviewing pupils in lower grades (compulsory)
 - Anti-mobbing programmes in all schools



Data collection / Methodology



Analysis



Action/Improvement

School level – improve teaching/learning

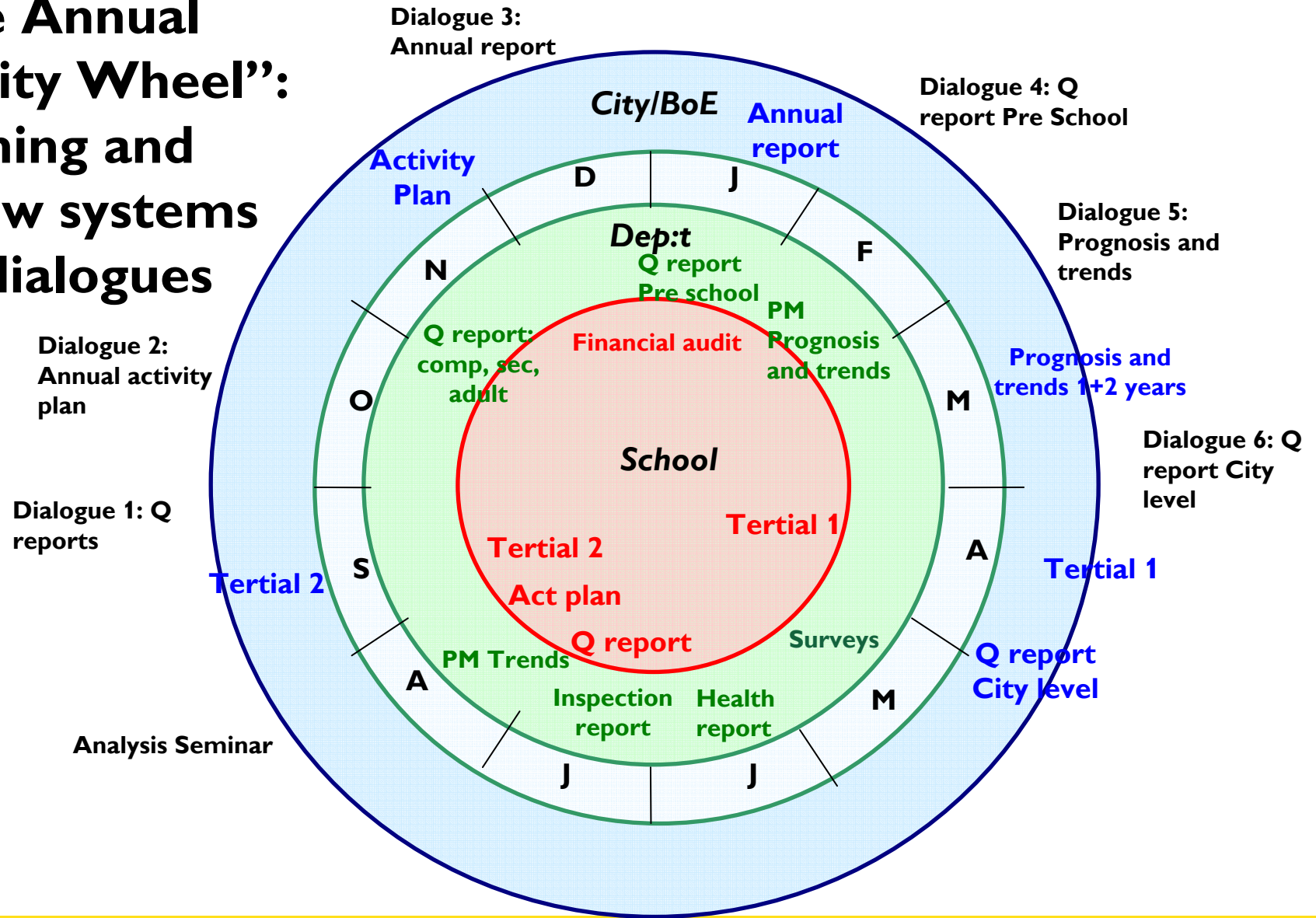
- Time management; grouping of pupils
- Other teaching methods
- Staff development
- Other teaching material
- Etc

City level

- Recruitment of headmasters, leadership development,
- Courses, seminars etc for teachers
- School improvement: Swedish/mother tongue, maths, science, assessment
- Support: expert teachers, knowledge banque, meeting places
- R&D



"The Annual Quality Wheel": planning and review systems incl dialogues



ICT in The Quality System

- National database
- Fact sheets about cities/districts ('kommuner')
- Fact sheets about schools (which have 9th grade)

- Local database
- Fact sheets about all schools



Organizational principles

- Management by objectives - and following the results
- Autonomous schools; decentralized responsibility
- Public and independent schools – same rules as much as possible
- Money to the schools – not to the administration
- Choose your school – competition
- The Quality System

