

Baltimore County Public Schools

CREATING A CULTURE OF DELIBERATE EXCELLENCE FOR
EVERY STUDENT, EVERY SCHOOL, EVERY COMMUNITY

Policy 3170 NON-INSTRUCTIONAL SERVICES: Quality Management System (QMS)

Implementation and Maintenance - An Update

February 19, 2013

ISO Model Chosen for BCPS Quality Management System Implementation

International Organization for Standardization (ISO) 9001:2008 Standards

- Most widely accepted and implemented quality standards in the world.
- Organizational certifications are provided by independent auditing organizations (Registrars).
- BCPS achieved certification on June 15, 2010 after a rigorous on-site systems review by external auditors.
- ✓ **To maintain its certification, BCPS has successfully completed five surveillance audits by external auditors since June, 2010.**
- ✓ **A QMS recertification audit is scheduled for March, 2013.**

Quality Management System Purpose

Quality Management means the organization:

- a) establishes clear standards and expectations for the delivery of quality products and services to its customers,
- b) holds itself accountable for demonstrating its ability to consistently provide products or services that meet customer needs and applicable regulatory requirements, and
- c) aims to enhance customer satisfaction through the effective application of the QMS and continual improvement of the system.

What are the Products and Services?

Currently the BCPS QMS scope is limited to products and services provided in the central office areas of:

- Technology Development, Implementation, & Support
- Human Resources – School-based Employee Recruitment, Hiring, Appraisals, Discipline, and Position Allocations
- Purchasing

Customer Focus: Who is the QMS “Customer”?

ISO Clause 5.2 Top management shall ensure that customer requirements are determined and are met with the aim of enhancing customer satisfaction.

- Can be an internal or external customer
 - Can be used to address concerns of other system stakeholders
- ✓ Consistent with Board of Education Policy 3170, the focus of central office work is on providing products and services to support the principals and their schools as the primary QMS customers.

Overall Requirements for the System

Establish a quality management system: develop it, implement it, and improve it

Document the quality management system:

- Have a quality manual – the system framework
- Create documents including a quality policy, core processes, objectives, procedures, and records
- Control documents - Ensure that the right documents are being used at the right time by the right people.
- Create and maintain records of the system – keep records as evidence of performance and conformity with standards.

✓ **QMS documentation can be found on the BCPS web site:**

http://www.bcps.org/offices/accountability_research_testing/quality_management_system.html

Upper Management Commitment

Demonstrate commitment to the QMS

- Communicate the importance of quality.
 - Establish measurable target objectives for products/services.
 - Plan and do reviews of the system.
 - Satisfy the customers and meet their needs and requirements.
 - Make available adequate resources.
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- ✓ Since initial implementation, the Superintendent's Management Review Team has met quarterly to ensure that planned results for the QMS are being achieved and to identify opportunities for improvement.
 - ✓ Quality goals and process objectives have been established for the central office processes and communicated to staff.

Customer Focus

- Identify and meet customer, regulatory, and system requirements.
- Talk to customers about products/services quality and complaints.
- Enhance customer satisfaction.

Since implementation, customer input has been received from:

- ✓ Annual principal satisfaction surveys.
- ✓ Regular principal focus group meetings concerning school needs.
- ✓ All BCPS employees have been given opportunities to identify any QMS problems and are encouraged to submit suggestions on how to improve the system.

Responsibility, Authority, and Communication

To meet standards, QMS process documents must:

- Identify who has what responsibility and authority.
- Make sure everyone knows their duties and roles.
- Have effective means of communicating internally and keep everyone informed on system effectiveness.
- ✓ New QMS process documents, procedures, and work instructions have been established for central office employees.
- ✓ Regular meetings are held with employees to review quality objectives and performance. All employees understand their responsibilities and roles in meeting the principals' needs.

Resource Management

- Identify and provide the resources needed to implement, maintain, and improve the system, and enhance customer satisfaction.
- Decide what competencies are required for personnel and ensure everyone working in the system is competent.
- Train and evaluate personnel and recognize their contributions.
- Provide adequate facilities, equipment, and support services for product/service conformity.
- ✓ The staff and resources necessary to implement the QMS have been identified, provided, and maintained.
- ✓ Employee professional and organizational development needs are being identified and met to ensure workforce competency requirements are in place to achieve planned results.

Measurement, Analysis, and Improvement

- Plan, measure, analyze, evaluate, and improve processes.
- See if processes are achieving planned results.
- Collect and analyze data to demonstrate effectiveness and identify opportunities for improvements.
- ✓ Measureable objectives and targets for process services and products have been established.
- ✓ Data is gathered to monitor, measure, analyze, and improve the central offices' support of principals.

Continual Improvement of the System

- Have a systematic approach to fixing a nonconformity and stopping it from recurring.
- Have a systematic approach to preventing a potential nonconformity from happening.
- Implement and maintain documented procedures required by the standards.
- ✓ Corrective Action Requests (CAR) are instituted to identify the root cause of a problem, fix it, and ensure it does not recur.
- ✓ Preventive Action Requests (PAR) are instituted to investigate potential problems and ensure that they do not occur.
- ✓ Any inefficiencies and ineffectiveness in central office services are confronted and solutions are implemented.

QMS Internal Audits

- Purpose - Are you doing what you say you are doing?
- Emphasis on performance rather than simple compliance.
- Trained QMS auditors from existing personnel.
- Performed on a scheduled basis throughout the year.
- Evidence of compliance with ISO standard requirements, BCPS QMS requirements, and customer requirements.
- ✓ Since implemented, over fifty internal audits have been conducted on central offices within the scope of the QMS.
- ✓ Audit findings have resulted in over one hundred documented corrective or preventive action plans to investigate and resolve quality process issues.

QMS Standards – The Benefits

- ✓ ISO 9001:2008 registration has demanded the active commitment and participation of all central office process employees to identify and meet the needs of principals.
- ✓ Staff must be able to demonstrate that they are doing their jobs consistent with quality standards and striving to improve performance.
- ✓ Increased customer focus and process documentation has improved the clarity and transparency of communication between the central offices and the principals.
- ✓ Ongoing process audits ensure continuing commitment and discipline needed to improve the system and more effectively manage resources.
- ✓ Registration has allowed BCPS to gain national and international recognition for developing, implementing, and maintaining a quality management system.

Future QMS Initiatives

- ✓ Ensure that QMS processes are in alignment with the performance indicators and focus of the forthcoming *Blueprint 2.0* strategic plan.
- ✓ Continue to develop quality measures for process activities to better achieve employee efficiency and effectiveness.
- ✓ Expand offerings for professional and organizational development.
- ✓ Provide more opportunities for input from BCPS employees and other stakeholders on where problems may exist and how the QMS can be improved.
- ✓ Increase the control of critical process documents and records to ensure consistency in the quality of products and services.
- ✓ Utilize the QMS to identify methods to improve transparency, clarity, and timeliness of communications to customers and stakeholders.