

BALTIMORE COUNTY PUBLIC SCHOOLS

DATE: October 20, 2009

TO: **BOARD OF EDUCATION**

FROM: Dr. Joe A. Hairston, Superintendent

SUBJECT: **REPORT ON THE IMPLEMENTATION OF A QUALITY PERFORMANCE PROGRAM**

PRESENTERS: Thomas Rhoades, Executive Director, Research, Accountability, and Assessment

RESOURCE PERSONS: Robert Gibson, Coordinator, Quality Management System

INFORMATION

That the Board of Education review the development and implementation of the quality management program in The Baltimore County Public Schools.

Attachment – Report on the Implementation of a Quality Performance Program



Dr. Joe A. Hairston, Superintendent
J. Robert Haines, Esquire, Deputy Superintendent

***REPORT ON THE IMPLEMENTATION
OF A
QUALITY PERFORMANCE PROGRAM***

Department of Research, Accountability, and Assessment
Dr. Thomas Rhoades, Executive Director
Robert Gibson, Coordinator Quality Management Systems

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

Preface

Under the direction of the Superintendent of Schools, Dr. Joe A. Hairston, and in response to a request by Board members, this report has been prepared to provide the following information:

- An overview on the development and implementation of the quality management program in the Baltimore County Public Schools.
- A detailed description of the International Organization for Standardization (ISO) process-based quality management standards and implementation methodology.
- A summary of the BCPS quality management system implementation efforts and accomplishments completed to-date.
- Information on the remaining tasks to be completed to ensure ISO 9001:2008 registration.

QUALITY MANAGEMENT SYSTEM
Baltimore County Public Schools

Table of Contents

Executive Summary	4
BCPS Quality Background	6
International Organization for Standardization	7
ISO Quality Management Principles	8
The Process Approach	9
Overall Requirements of the ISO QMS	10
ISO QMS Certificate of Registration	11
QMS Implementation – Progress and Accomplishments	12
Core Business Processes	13
Quality Policy	14
QMS Deployment Plan 2009-2010	16
Employee Training	16
Internal Audits	17
Registration Audits	17
Glossary of Terms	19

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

Executive Summary

Demonstrating his emphasis on quality management, Dr. Joe Hairston introduced the *Blueprint for Progress* in November 2000 and it has become the foundational document that reinforces the phrase: Focused on Quality; Committed to Excellence. The *Blueprint for Progress* outlines the Baltimore County Public Schools' vision, mission, belief statements, performance goals, performance indicators, and key strategies. It also provides clear direction for everyone involved in education in Baltimore County by establishing standards and expectations for the delivery of quality instruction and support services, individual accountability, and continuous improvement. To further strengthen this established commitment to quality services, Superintendent Hairston and the Board of Education decided to explore the benefits of applying the ISO 9001 process-based quality management system (QMS) requirements to the services provided by select BCPS central office departments.

The International Organization for Standardization (ISO) is a non-governmental organization that has developed the most widely implemented quality standards in the world. The ISO 9001:2008 standards define the minimum requirements for a QMS and the specific activities that need to be considered during implementation of the system. ISO registration requires an audit by an independent and accredited Registrar. Although the pursuit of an ISO Certificate of Registration is not necessary for an organization to benefit from the implementation of the standards, it will provide independent evidence of quality assurance to the organization's internal and external customers as well as other stakeholders.

The ISO standards embrace a process approach to management systems. A process is defined by ISO as a set of interrelated or interacting activities which transforms inputs into outputs. To ensure the quality of planned outputs, the organization must not only control the transformation process, but also control the inputs to the process. This is accomplished by establishing, documenting, implementing, and maintaining a quality management system and continually improving its effectiveness in accordance with the requirements of the standards.

In September 2008, Superintendent Hairston established the BCPS Quality Performance Implementation Team that was coordinated through the newly established Office of the Coordinator of Quality Management Systems. Over the next ten months, this team of senior managers, including school principals, developed the following QMS documents consistent with the ISO standards:

- Quality Policy
- Quality Objectives
- Quality Management System Manual
- Core business processes in the scope areas of curriculum and instruction, technology, purchasing, and human resources

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

- Support and improvement processes established by the standards
- Process procedures and records documents necessary to control and provide evidence of the process performance activities.

In June 2009, Superintendent Hairston approved the QMS Manual and Process Documents and deployment was initiated.

The deployment plan was established by creating a series of milestones that would lead to the outcome of achieving ISO registration by June of 2010. The following are the necessary tasks that must be completed to obtain this outcome:

- Employee Training – including an overview presentation for all employees, process specific training designed for process managers/supervisors, process specific training for support personnel, and on-the-job process activity training.
- Internal Audits - the standards require that BCPS conduct QMS audits at planned intervals to determine whether the quality management system conforms to the requirements of ISO 9001 standards, and has been effectively implemented and maintained. Internal auditors have been trained to perform these audits throughout the central offices and will begin this required process soon after the completion of the formal training presentations.
- Registration Audits - The initial external ISO certification audit typically is performed over a three month period by the accredited Registrar and includes three steps: pre-assessment audit, Stage 1 document audit, and Stage 2 comprehensive process audit. It is anticipated that the external audit process will begin in March 2010 consistent with the goal of obtaining the ISO certificate of registration by June 2010.

Based on the current status of the QMS deployment activities and the continuing commitment of central office personnel to successfully implement the new quality management program processes, it is anticipated that the current timeline for ISO certification will be achieved.

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

BCPS Quality Background

In November 2000, Dr. Joe Hairston introduced for the first time the *Blueprint for Progress*, the foundational document that reinforces the phrase: Focused on Quality; Committed to Excellence. Guiding the consistent and steady rise in student academic achievement for the past seven years, the *Blueprint for Progress* outlines the Baltimore County Public Schools' vision, mission, belief statements, performance goals, performance indicators, and key strategies. It also provides clear direction for everyone involved in education in Baltimore County by establishing standards and expectations for the delivery of quality instruction and support services, individual accountability, and continuous improvement. It is the basis for the annual *Master Plan* of the Baltimore County Public Schools, which defines actions the school system will take for continued improvement of achievement for all students.

In the same year, the Sollers Point Technical High School achieved registration under the International Organization for Standardization (ISO) standards. Meeting these standards provided independent validation that the Sollers Point Technical High School was executing the proper measures to ensure quality performance and student achievement. It also assured the school's students and stakeholders (parents, caregivers, community, business and industry, and society) that the organization was committed to quality and student achievement. Currently, external auditing of the school continues to provide an objective, internationally recognized approach to examining conformance and effectiveness of the school against its internally and externally defined requirements and the requirements of the ISO 9001:2008 standards. Based on the success of utilizing the ISO strategies within an individual school and their consistency with the *Blueprint for Progress*, Superintendent Hairston and the Board of Education decided to explore the benefits of applying the ISO process-based quality management system requirements to the services provided by select BCPS central office departments. The planning for this effort began in early 2008 and officially commenced with the formation of a Quality Management System (QMS) Implementation Team comprised of senior managers from various BCPS departments.

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

International Organization for Standardization (ISO)

History

Although ISO is not the only quality management system in use in businesses and other organizations, it is the most widely implemented quality standard in the world. The International Organization for Standardization (ISO) is a non-governmental organization, established in 1946, to promote the development of standardization and related activities in the world with a view to facilitating the international exchange of goods and services, and to developing cooperation in the spheres of intellectual, scientific, technological, and economic activity. Its members are the national standards organizations of 157 countries and ISO has become the world's largest developer and publisher of international standards.

In 1987, ISO developed a series of generic standards for quality management and quality assurances. These original quality management systems (QMS) standards were referred to as the ISO 9000 series and have undergone periodic revisions resulting in the current version of ISO 9001:2008. Although the ISO 9000 standards were originally conceived for companies in the manufacturing industry, the application of the norms has quickly spread to other service sectors of the economy including educational organizations. In addition to the BCPS experience at Sollers Point Technical High School, other school districts that have implemented the ISO 9001 process based system have reported dramatic improvements in services to students, cost reductions, and public confidence.

The concept of quality management includes all the activities that organizations use to direct, control, and coordinate quality. These activities include formulating a quality policy and setting quality objectives. They also include quality planning, quality control, quality assurance, and quality improvement. In this context, the term "quality" is defined as the ability of a product or service to fulfill a customer's stated or implied requirements.

The requirements of ISO 9001 spell out the essential features of a process based QMS. In this context, a management system refers to a systematic approach to managing processes and/or activities, people, resources, and infrastructure. Quality management refers to activities aimed at meeting customer demands and applicable regulatory requirements, as well as efforts to continually improve the organization's performance. Included here are steps taken to minimize the effects of service deficiencies and to continually improve service performance. The ISO 9001:2008 standards define the minimum requirements for a QMS and the specific activities that need to be considered during implementation of the system.

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

ISO Quality Management Principles

ISO 9001 is guided by eight (8) quality management principles:

1. A customer focused organization
Organizations depend on their customers and therefore should understand current and future customer needs, meet customer requirements, and strive to exceed customer expectations.

2. Leadership
Leaders establish unity of purpose and set the direction of the organization. They should create and maintain an environment in which employees can become fully involved in achieving the organization's objectives.

3. Involvement of people
Employees at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit.

4. A process based approach
A desired result is achieved more efficiently and effectively when resources and activities are managed as a process.

5. System approach to management
Identifying, understanding, and managing a system of interrelated processes for a given objective yields maximum value for the organization.

6. Continual improvement
Continual improvement should be a permanent objective of the organization.

7. A factual approach to decision making
Effective decisions are based on the logical analysis of data and information.

8. Mutually beneficial supplier relationships
An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value.

Although each of these principles is important to the management system as guides to providing quality organizational performance, the process based approach is a foundation of the ISO standards and supports the premise that the quality of products and services is directly linked to the quality of the processes that were used to create those products and services.

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

The Process Approach

To function effectively, an organization must identify and manage numerous linked processes. A process is defined by ISO as a set of interrelated or interacting activities which transforms inputs into outputs. To ensure the quality of planned outputs, the organization must not only control the transformation process, but also control the inputs to the process. When the process approach is used in a QMS, it emphasizes the importance of the following factors:

- Understanding and meeting customer requirements
- Obtaining results of process performance and effectiveness
- Continual improvement of processes based on objective measurements

This first step towards ISO standards certification is a benefit in itself as it requires the organization to evaluate the quality management within the organization. It involves assessing current processes to determine which ones are essential to the organization's mission and whether or not standards are currently being met.

Although the ISO conformance requirements for a quality system have been standardized, they allow for diversity and for differences between and among multinational companies on one hand and "mom and pop" companies on the other. ISO establishes what requirements a quality system must meet, but does not dictate how they should be met. This leaves flexibility for implementation in different business sectors and different business cultures. The ISO 9001 process starts with an organization's existing system, is flexible, and grows with the organization. Changes and additions need only be made if required to meet the standard.

ISO also allows for flexibility in the scope of process implementation. Baltimore County Public Schools is a large organization, the 26th largest school system in the United States. As such, hundreds of processes are employed every day in the delivery of its services. ISO does not require that each and every process be documented and reviewed. That choice is left up to the organization.

The preferred approach to designing an organization's system process models is to identify two different types of essential processes:

- Core Business Processes - Those processes that transform customer requirements into a completed product or service
- Support and Improvement Processes - Those processes that provide operational control, assessment, and improvement support to the core processes

These processes should be defined at a level that provides a structure for assessing system performance consistent with the ISO 9001 standards and requirements.

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

Overall Requirements of the ISO Quality Management System Standards

The general requirements for a QMS are defined in ISO 9001:2008, Clause 4.1:

The organization shall establish, document, implement and maintain a quality management system and continually improve its effectiveness in accordance with the requirements of this standard.

The organization shall:

- *Determine the processes needed for the quality management system and their application throughout the organization,*
- *Determine sequence and interactions of these processes,*
- *Determine criteria and methods needed to ensure that both operation and control of these processes are effective,*
- *Ensure availability of resources and information necessary to support the operation and monitoring of these processes,*
- *Monitor, measure, and analyze these processes, and*
- *Implement actions to achieve planned results and continual improvement of these processes.*

As an overview, this standard clause simply requires the organization to establish a quality management system, develop it, implement it, and improve it. This is accomplished through the documentation of the system by creating specific documents, controlling these documents, and maintaining records of the system.

A common adage that is frequently applied to describe the ISO 9001 quality management system is that the organization must simply:

- Say what you do...
by documenting your system
- Do what you say...
by following your system
- Prove it...
by producing documented evidence showing conformity with the ISO standards

Some other specific ISO requirements for the system include:

- A demonstrated commitment to the QMS by management
- Identifying customer requirements and enhancing customer satisfaction
- The setting of measurable objectives and monitoring performance results
- Identify responsibilities and authority for system processes
- Regularly provide management reviews and evaluations of the QMS

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

- Identify and provide the resources needed to implement, maintain, and improve the system, including competent staff
- Establish effective ways to control what services/products are provided
- Plan and implement a program of internal audits
- Monitor and measure process products/services and control nonconformity

ISO Quality Management System Certificate of Registration

With the goal of implementing a quality performance program in the Baltimore County Public Schools that would comply with the ISO certification requirements, Superintendent Hairston, with the support of the members of the Board of Education, initiated the necessary orientation and training to begin the definition, development, and implementation of a quality management system in identified departments and central offices. ISO “certification” refers to the issuing of written assurance (the certificate) by an independent external body that it has audited a management system and verified that it conforms to the requirements specified in the standard.

Obtaining an ISO Certificate of Registration requires an external system audit by an accredited Registrar. Typically, the initial external audit will focus on the management/supervisory personnel responsible for the quality management system processes. Staff must be able to explain all of the activities, actions, and approval requirements of the QMS processes and must be able to provide evidence (documents and/or records) that the process has been effectively implemented and is being followed. Successful registration will not only allow the organization to gain national and international recognition for developing a quality system but the ongoing external audit process will also ensure the continuing commitment and discipline needed to improve the system’s effectiveness in the future.

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

Quality Management System Implementation in BCPS **Progress and Accomplishments To-date**

In September 2008, Superintendent Hairston established the Quality Performance Implementation Team. This team was comprised of sixteen senior managers, including school principals, and was coordinated through the newly established Office of the Coordinator of Quality Management Systems. Each member of the team was to meet on a regular basis during the development and implementation of the Quality Management System with the stated purpose to complete the following tasks:

- monitor overall progress of the quality performance (ISO) initiative;
- assist in defining the design and content of the QMS;
- identify BCPS resources to be used in implementation;
- appoint and monitor progress of task teams;
- review QMS methodologies and documentation prior to final approval; and,
- discuss issues related to implementation.

The initial scope of the QMS was defined by the Superintendent using the BCPS Service model and reaffirmed that the focus of all central office work is on supporting the principals; therefore, for the purpose of ISO implementation, the internal customer of central office services was defined as the school principal. Although the implementation scope could eventually expand to the services provided by other central office divisions/departments, the initial scope areas of the BCPS Quality Management System was established as services provided to principals in the following areas:

- Curriculum and Instruction (Curriculum Management in the core academic subjects of English/language arts/reading, mathematics, science, and social studies; Professional Development – with a focus on curriculum development initiatives)
- Fiscal Services (Purchasing)
- Technology
- Human Resources

Within each of the identified focus service areas, the implementation team then determined which core business processes would become a part of the Quality Management System.

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

These decisions were made based on an assessment of the needs and requirements of the principals in helping the school system achieve its three main goals:

- to improve achievement for all students,
- to maintain a safe and orderly learning environment in every school, and
- to use resources effectively and efficiently.

The core central office business processes were established as follows:

- **Department of Fiscal Services:**
Procurement of Goods and Services Process

- **Department of Technology:**
Technology Development Process
Technology Implementation Process
Technology Support Process

- **Department of Human Resources:**
School-based Instructional Employee Recruitment Process
School-based Instructional Employee Hiring Process
School-based Support Employee Recruitment Process
School-based Support Employee Hiring Process
School-based Temporary and Substitute Hiring Process
School-based Position Allocation Process
School-based Employee Appraisal Process
School-based Employee Discipline Process

- **Division of Curriculum and Instruction**
Curriculum Development Process
Curriculum Assessment/Evaluation Process
Professional Development Process – curriculum development initiatives

Each process was documented using a standardized template including:

- Purpose
- Scope
- Responsibilities & Authorities
- Terms & Definitions
- Procedure
- Process Flowchart
- Process Monitoring & Measurement Methods
- Associated Documents
- Record Retention Table

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

In addition to the fifteen core business processes documented by the implementation team, seven (7) support and improvement processes established by the ISO standards were also developed:

- Internal Audit Process
- Corrective Action Process
- Preventive Action Process
- Document Control Process
- Record Control Process
- Control of Non-Conforming Product Process
- Management Review Process

Once the scope of the system had been established and the core processes identified and documented, the implementation team created the other documents required under the ISO 9001 standard. These included a quality policy statement, quality objectives, a quality manual, and supporting process control documents. The quality policy is the foundation for the system and was approved and incorporated into the *Blueprint for Progress* as follows:

Quality Policy

“The *Blueprint for Progress* establishes clear standards and expectations for the delivery of quality instruction and support services, individual commitment and accountability, and continuous improvement for the Baltimore County Public Schools.”

In essence, the *Blueprint for Progress* document sets the quality standards for BCPS. Management’s reference to the *Blueprint for Progress* in its quality policy communicates the significance of that document in leading BCPS toward improvement of its performance and becomes the basis for the quality objectives of the system.

The *Blueprint for Progress* serves as the framework for the BCPS *Master Plan* and sets forth a number of performance goals with specific performance indicators and strategies for each goal. These goals and indicators are the concrete, measurable statements of the expectations for all students in BCPS. Taken as a whole, these goals are an overview of the standards that will be used to measure student achievement and define school system accountability. The performance goals and indicators are the quality objectives that impact specific functions and levels within the organization. Central office responsibilities for specific activities relating to each goal and performance indicator have been delineated in the *Master Plan*. The quality objectives are used to identify critical areas of the BCPS quality focus to ensure customer requirements are met. These quality objectives are reviewed annually as a measure of performance and to assess the effectiveness of the quality management system. The “results” contained in the *Report on Results* for the school system measures progress toward goals and

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

indicators in the *Blueprint for Progress* and serves as a needs assessment for the development of future initiatives, strategies, and resources.

Once the Quality Policy and Quality Objectives were established, the other necessary components for implementation of the quality management system structure were reviewed and documented in the forty-four page quality manual prepared by the implementation team. ISO implementation is managed using a multi-level approach. It requires the development of a quality manual which describes *what will be done* and the process documents that describe *how it will happen*. Process procedures, work instructions, forms, and template documents describe *how to do the work*, and records and other reports *confirm what was done*.

In June 2009, the Quality Performance Implementation Team presented to Dr. Hairston and his executive leadership team the Quality Management System Manual and the accompanying process documentation that had been developed over the prior 10 months. Approval of these documents was received from the Dr. Hairston at that time and the planning for deployment was begun.

To provide executive oversight of the implementation, operation, and monitoring of the quality management system, the QMS Manual established a new Management Review Team. This team of senior managers and principals is responsible for reviewing the effectiveness of the management system and making recommendations relating to improving its processes and documentation. Fulltime staff support for this effort is currently limited to the position of the Quality Management Systems Coordinator, who is established as the program manager within the Department of Research, Accountability, and Assessment. In addition to assisting central office personnel in the deployment of the system's core business processes consistent with the ISO requirements, the QMS Coordinator is also responsible for administering the seven (7) support and improvement processes established by the ISO standards. Although some funds have been budgeted to provide support for training and implementing the internal audit team required under the standard, most implementation tasks are being performed by central office staff in addition to their normal duties and responsibilities.

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

The BCPS Quality Management System Deployment Plan and Tasks for 2009-2010

With the development and approval of the documents that provide the framework for a quality management system compliant with the ISO 9001:2008 standards, the tasks necessary for earning ISO certification were identified and deployment of the process activities commenced. A deployment plan was established by creating a series of milestones that would lead to the goal of achieving ISO registration by June 30, 2010. The necessary tasks to be completed can be summarized as follows:

Employee Training

A three-tiered approach to training has begun with the development of the training materials necessary to introduce all BCPS employees to the basic provisions of a QMS system based on the ISO standards. This overview of the QMS presentation is to be followed by process-specific training for those central office supervisors and employees directly involved in performing the activities documented in the quality manual and the core business and/or support/improvement processes.

- Overview Training - The purpose of this training is to quickly inform everybody about the Quality Management System, why it's important, how to recognize when you need additional information on the process requirements, and how to contact the department's experts on the QMS. This narrated training presentation has been made available to all BCPS employees using the Safari Montage video technology.
- Training for Process Owners, Managers, and Supervisors - This training provides the chosen personnel everything they need to develop the necessary expertise and on-the-job skills to be able to understand the ISO 9001-2008 standards and to apply them to their respective process responsibilities. All managers and supervisory personnel with QMS process responsibilities must understand and be able to explain effectively all activities, actions, and approval requirements for their respective processes including the new QMS support/improvement processes (audit process, corrective action process, preventive action process, document control process, record control process, control of nonconforming product process, and management review process). Staff should also be able to determine whether actual practices conform to the documented quality system and identify any gaps requiring corrective action.
- Process-Specific Support Personnel Training – All personnel who have responsibility within the process-specific documents must be made aware of their job expectations under the ISO 9001-2008 standards and be trained in their application. These expectations include: knowledge of the structure and location of the QMS documents; how the operation of their process supports the relevant

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

quality objectives within the management system; their responsibilities within the process activities; when and how these responsibilities must be documented; to whom they refer when a problem arises; what records are generated as a result of the process documents; and what is done with these records once they are completed.

Upon completion of these three (3) formal training presentations, ongoing on-the-job training will continue since the QMS knowledge is not complete until time is spent putting what has been learned into practice. Process supervisors will provide additional guidance and training to their employees while ensuring that the new QMS standards are met.

Internal Audits

To obtain ISO certification, the standards require that BCPS conduct QMS audits at planned intervals to determine whether the quality management system:

- a) conforms to the planned arrangements, to the requirements of ISO 9001 standards, and to the QMS requirements established by BCPS, and
- b) is effectively implemented and maintained.

To satisfy this requirement, a number of part-time internal auditors have been selected from current BCPS staff and trained to perform audits throughout the central offices and departments in addition to their normal duty assignments and responsibilities. These audits will begin soon after the completion of the formal training presentations and will provide objective reports to management on any QMS nonconformity that needs to be addressed prior the commencement of the external audit process. Internal audits are an ongoing activity and each process will be audited at least once each year to ensure compliance with the standards.

Registration Audits

The initial external ISO certification audit typically is performed over a three month period by the accredited Registrar and includes three steps.

- Pre-assessment audit – typically involves the review of a single core business process. Includes an off-site document review and on-site audit conducted in the offices of the selected process. This audit will help in establishing a mutual interpretation of the standards and providing a readiness assessment for the next stages of the registration audit.

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

- Stage 1 Audit – this is a comprehensive off-site review of the Quality Management System Manual and all of the required process documents. Successful completion of this audit will establish that the documentation framework of the QMS is in place and is compliant with the standards. The auditors may also identify system weaknesses and/or opportunities for improvement that do not qualify as the more serious non-conformity findings.
- Stage 2 Audit – this is a comprehensive on-site review of the processes by conducting formal interviews with process managers and support employees. The successful resolution of any non-conformity found in this audit will result in ISO 9001:2008 certification.

Based on the current status of the QMS deployment activities and the continuing commitment of central office personnel to successfully implement the new quality system processes, it is anticipated that the external audit process will begin in March 2010 consistent with the goal of obtaining the ISO certificate of registration by June 2010.

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

Glossary of Terms

Audit Findings - Audit findings can show that audit criteria are being met (conformity) or that they are not being met (nonconformity). They can also identify improvement opportunities.

Control of Non-Conforming Product Process – description of the ways that nonconforming products/services may be identified and how they will be addressed within the QMS.

Corrective Action Process - steps that are taken to remove the causes of an existing nonconformity or undesirable situation. The corrective action process is designed to prevent the recurrence of nonconformities or undesirable situations. It tries to prevent recurrence by eliminating causes of actual problems.

Document Control Process – a review process that covers documentation used within BCPS to meet requirements of the ISO Standard and to execute core business and support/improvement processes within the quality management system.

Generic Standards - the same standard can be applied to any organization, large or small, whatever its product or service, in any sector of activity, and whether it is a business enterprise, a public administration, or a government department.

Internal Audit Process – annual review of all QMS processes to ensure that the BCPS quality performance system conforms to the requirements of the ISO 9001 standard; is effectively implemented, followed, and maintained; and is corrected when any detected variance from required methodologies is uncovered.

Non-Conformity - refers to a failure to comply with requirements. There are many types of ISO requirements. Some of these include quality requirements, customer requirements, management requirements, product/service requirements, and legal requirements. Whenever your organization fails to meet one of these requirements, a non-conformity occurs.

Preventive Action Process - designed to prevent the occurrence of nonconformities or situations that do not yet exist. It tries to prevent occurrence by eliminating causes.

Process - a set of activities that are interrelated or that interact with one another. Processes use resources to transform inputs into outputs.

QUALITY MANAGEMENT SYSTEM

Baltimore County Public Schools

Process Specific Training – a structured method of communicating knowledge and developing skills related to a particular QMS process.

Quality Assurance - a set of activities intended to establish confidence that quality requirements will be met.

Quality Control - set of activities intended to ensure that quality requirements are actually being met.

Quality Management System Manual – document describing an organization's quality management system by defining its scope, interaction of processes, and quality procedures.

Quality Objectives - a quality oriented goal that establishes what is to be sought or achieved.

Quality Policy - defines top management's overall commitment to quality by describing the organization's general quality orientation and basic intentions.

Record Control Process – activities to ensure the identification of quality records and includes provisions for responsibility, storage, protection, retention, and disposition of these quality records.