

What is ISO?

(Source: http://www.iso.org/iso/iso_catalogue/management_and_leadership_standards/quality_management/iso_9000_essentials.htm)

ISO 9000 Essentials

The ISO 9000 family of standards represents **an international consensus on good quality management practices**. It consists of standards and guidelines relating to quality management systems and related supporting standards.

ISO 9001:2008 is the standard that provides **a set of standardized requirements for a quality management system**, regardless of what the user organization does, its size, or whether it is in the private, or public sector. It is the **only standard in the family against which organizations can be certified** – although **certification is not a compulsory requirement** of the standard.

Why an organization should implement ISO 9001:2008

Without satisfied customers, an organization is in peril! To keep customers satisfied, the organization needs to meet their customer's requirements. The ISO 9001:2008 standard provides a **tried and tested framework** for taking **a systematic approach** to **managing the organization's processes** so that they consistently turn out product that satisfies customers' expectations.

How the ISO 9001:2008 model works

The requirements for a quality system have been standardized - but many organizations like to think of themselves as unique. So how does ISO 9001:2008 allow for the **diversity** of say, on the one hand, a "Mr. and Mrs." enterprise, and on the other, to a multinational manufacturing company with service components, or a public utility, or a government administration?

The answer is that ISO 9001:2008 **lays down what requirements** your quality system must meet, but **does not dictate how** they should be met in any particular organization.

Checking that it works

1. The standard **requires the organization to audit itself** to its ISO 9001:2008-based quality system to verify that it is **managing its processes effectively** - or, to put it another way, **to check that it is fully in control of its activities**.
2. The organization may engage the services of an **independent, quality system certifying body** to obtain an ISO 9001:2008 certificate of conformity. This has proved popular because of the **perceived credibility of an independent assessment**.
3. The **certificate can also serve as a business reference** between the organization and potential clients, especially when supplier and client are new to each other, or far removed geographically, as in an export context.

Why did we get into ISO?

Here is what we said in 2001-2002 as we started the 'ISO journey',

"With the focus on customer service and total quality, the ECTS hoped to enhance its *customer orientation, commitment to quality* and *overall operational efficiency*."

Other thoughts that played into the decision to pursue ISO certification:

1. The administration was asking teachers to adopt nationally recognized skill standards for their program to demonstrate 'the quality' of the instruction occurring in their programs.

ISO 9000 was Management's commitment to adopt a national standard too (internationally recognized actually!)

2. There is no national accreditation for secondary career and technical schools. High schools and colleges/universities can acquire Middle States accreditation.

ISO 9000 is the technical school's version of Middle States.

3. As a technical school, dealing with business and industry on a daily basis, possessing an accreditation that business and industry recognized was important.

ISO 9000 is an industry standard readily recognized by business and industry.

4. The pace before 2001-2002 seemed to be hectic and chaotic.

ISO 9000 added structure to an environment that felt unstructured.

5. Initiatives and priorities change quickly and frequently in public education. It is easy to lose one's focus on quality and improvement. ECTS needed something to drive and sustain its quality focus.

ISO 9000 was the school's quality sustaining initiative.

Has ISO Been Worth It?

1. Look at our Key Indicators of Performance Success (KIPS).

What are we doing now that we were not doing before 2001-2002?

2. Look for ISO's influence on our culture and practices

- a) Data analysis & Data-driven decision-making
- b) Process, Root Cause focused (we don't immediately blame people or resources)
- c) Planning (with structure)
 - i. Annual Quality Action Plans
 - ii. NOCTI Improvement Plans
 - iii. Quarterly Literacy Plans
- d) Customer Feedback—we cannot ignore it (and we actually encourage it!)

3. What Others Say about our Quality—"quality is at work there"

- a) PDE Best Practices Initiative
- b) Local financial audits
- c) SRI (registrar) ISO audit reports
- d) Erie County Health Department inspections
- e) Auditor General reports

4. Back to the Beginning: a) customer orientation, b) commitment to quality and c) operational efficiency

- a) Prospective Students, Student, Parent, Employer, District, Staff feedback tools
- b) ISO registration maintained for 10 years; national skill standards for programs
- c) Product (training) & Services controlled; financial processes; student information management; curriculum development; new programs and services incorporated;

Erie County Technical School
Quality Management System
Key Indicators of Performance Success

Revision Date: 6/10/2010													Actual Performance							
Key Processes	Service or Operation	Performance Objective	Performance Measure	Performance Criteria	Criteria Schedule	Data Manager	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	Target	
Product Realization	Curriculum Design	Curriculum Reliability	NOCTI Exam Scores (Written) **new version of test, normative data unavailable	80% of students perform at or above the national norm	May 1	SISS-- Curriculum								Benchmark Missed		Progress Achieved		Benchmark Achieved		≥ 80% or improved
					Auto Body		67%	100%	78%	88%	83%	100%	100%	75%	83%	75%	44%	**		
					Automotive Technologies		40%	-	-	-	-	77%	72%	74%	82%	67%	46%	71%		
					Early Childhood Education		82%	93%	80%	83%	89%	80%	78%	86%	71%	63%	92%	100%		
					Art and Design		70%	62%	62%	78%	-	78%	94%	79%	100%	**	88%	88%		
					Computer Information Sys		82%	58%	80%	77%	78%	83%	100%	100%	89%	91%	89%	**		
					Construction Trades		69%	73%	67%	86%	88%	100%	92%*	89%	93%	75%	73%	96%		
					Cosmetology		100%	77%	100%	91%	91%	75%	80%*	54%	62%	88%	76%	**		
					Culinary Arts		82%	83%	70%	85%	89%	100%	100%*	75%	71%	40%	36%	60%		
					Drafting & Design		50%	79%	73%	64%	87%	71%	88%	78%	89%	64%	60%	67%		
					Electrical Engineering		47%	55%	67%	75%	50%	44%	25%	10%	43%	**	23%	20%		
					Electronics		43%	0%	50%	33%	57%	100%	75%	100%	50%	78%	75%	**		
					Facilities Maintenance		50%	100%	79%	100%	78%	67%	75%	33%	50%	**	50%	83%		
					Graphic Communications		63%	30%	50%	60%	57%	43%	73%	100%	43%	14%	70%	64%		
					Health Assistant		67%	88%	71%	83%	100%	93%	88%	62%	82%	71%	93%	43%		
					Hospitality Management		-	-	-	-	-	78%	67%	55%	65%	31%	45%	50%		
					Metal Fabrication		18%	100%	-	73%	67%	89%	13%*	73%	56%	33%	55%	46%		
					Networking Technologies		-	-	-	83%	-	56%	20%*	0%	33%	58%	38%	60%		
					Tool & Die		80%	88%	82%	100%	100%	100%	100%	100%	0%	25%	100%			
	Curriculum Review	Curriculum Validity	Craft Advisory Committee Minutes	Each CAC endorses curriculum	May 1	Principal	n/c	n/c	n/c	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Curriculum Delivery	Student Satisfaction	Student Satisfaction (High School)	90% of areas evaluated achieve a grade of B or better	June 1	CHQR	n/c	n/c	n/c	n/c	96%	95%	100%	100%	100%	100%	100%	100%	100%	90%
		Student Satisfaction	Student Satisfaction (RCTC)	90% of areas evaluated achieve a grade of B or better	Quarterly	RCTC Manager	n/c	n/c	n/c	n/c										90%
		Student Participation-- RCTC	Number of Adult Students Enrolled	Number of students enrolled increases by 3% from the prior year	July 1	RCTC Manager	n/c	n/c	n/c	33%	26%	-19%	10%	-4%	11%	-1%	-14%	0%		≥ 3%
			Number of Courses Operated	Number of courses run increases by 2% over prior year			n/c	n/c	n/c	19%	11%	-7%	11%	-6%	6%	-1%	-7%	-1%		≥ 2%
			Revenues v. Expenses	Revenues exceed Expenses by 5%			n/c	n/c	55%	45%	55%	13%	96%	-15%	46%	14%	1%			≥ 5%

Erie County Technical School
Quality Management System
Key Indicators of Performance Success

Revision Date: 6/10/2010														Actual Performance						
Key Processes	Service or Operation	Performance Objective	Performance Measure	Performance Criteria	Criteria Schedule	Data Manager	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	Target	
Student Services	Guidance Services	Attendance Rates	Periodic Attendance Reports-- Campus	Average daily attendance is greater than 95%	Quarterly	Guidance Counselor	n/c	91%	91%	93%	93%	93%	n/c	93%	93%	94%	93%	93%	95%	
		Retention Rates	Periodic Enrollment Reports-- Campus	92% of the students remain enrolled			n/c	n/c	n/c	87%	68%	94%	97%	92%	94%	93%	93%	92%	92%	
		Enrollment Share	Enrollment Compared to Population	Enrollment equals 15% of ADM or a .25 point increase	August 1		13.6%	13.3%	13.6%	13.5%	13.4%	13.2%	13.1%	13.0%	12.7%	12.5%	12.4%	12.5%	15%	
		Customer Satisfaction	Student Satisfaction Survey	Areas achieve a grade of B or better	June 1	CHQR	n/c	n/c	n/c	n/c	2.96	3.00	3.22	3.33	3.30	2.95	3.30	3.10	>2.68	
	Placement Services	Co-op Participation	Co-op Participation Rate	30% of seniors participate in co-op	Dec prior year graduating class	Placement Coord.	41%	23%	18%	21%	18%	33%	28%	30%	29%	25%	20%	26%	30%	
		Transition Rates	Workforce, Military or Postsecondary	90% of all graduates attain transition-- Campus	June 1		95%	93%	93%	98%	92%	98%	92%	91%	93%	96%	89%	91%	90%	
		Customer Satisfaction	Student Satisfaction Survey	Areas achieve a grade of B or better	June 1	CHQR	n/c	n/c	n/c	n/c	3.00	3.1	3.27	3.15	3.25	2.90	2.90	3.30	> 2.68	
Resource Management	Fiscal Support Services	Annual Budget Consistency	Degree to Spending Plan	Major accounts are within 10% of quarterly fractional equivalent	Quarterly	Business Manager	n/c	n/c	n/c	n/c	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
		Audit Compliance	Audit Reports	Two or fewer findings and 6 or fewer recommendations	October 1		n/c	n/c	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
	Technology Services	Repair Request Response	Response to Maint. Requests	90% of requests have an ave. age of less than 7 days	January 1 & June 1	IST Manager	n/c	n/c	n/c	n/c	92%	93%	n/c	85%	91%	93%	90%	91%	90%	
	Facilities Support Services	Facilities Cleanliness & External	Inspection Reports-- External	Compliance reports contain no critical violations.	June 1	Facilities Manager	n/c	n/c	n/c	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
		Repair Request Response	Response to Maint. Requests	Average age of pending requests is less than 7 days	January 1 & June 1		n/c	n/c	19.5	12	9.5	6.19	Yes	Yes	5.79	5.79	11	5.47	< 7	
		Customer Satisfaction	Custodial & Maintenance Survey	90% of areas evaluated achieve a grade of B or better	June 1		n/c	n/c	n/c	Yes	n/c	Yes	Yes	3.39	Yes	Yes	Yes	Yes	90%	
	Food Services	Facility Cleanliness	Internal & External Inspections	Compliance reports contain no critical violations.	June 1	Food Svc. Manager	n/c	n/c	n/c	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
		Customer Satisfaction	Food Service Satisfaction Survey	90% of areas achieve a grade of B or better	January 1 & June 1		n/c	n/c	n/c	n/c	70%	n/c	67%	100%	80%	60%	70%	80%	90%	
	Human Resources	Staff Development -Non-Certified	Log of Hours	90% participate in at least 6 hours of training	June 1		n/c	n/c	n/c	n/c	35%	48%	30%	48%	44%	88%	50%		90%	

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Quality Management System	Administrative Services	Instructional Leadership	Operations & Management Survey	90% of areas achieve a grade of B or better	May 30	Director	n/c	n/c	n/c	51%	71%	81%	93%	89%	90%	92%	86%	75%	90%	
	Internal Auditing	Timely Audits	Audit Schedule	100% of all internal audits completed per schedule	June 1	CHQR	n/c	n/c	n/c	90%	100%	83%	100%	100%	100%	100%	100%	100%	100%	
	External Auditing	QMS Compliance	Audit Citations	Two or fewer audit citations from the auditor	October 1		n/c	n/c	10	3	2	0	2	0	0	0	0	0	≤ 2	
	Improvement	Open Improvement Requests	Response to Improvement Requests	Aging summary of requests decreases by 3% from prior period	Annually	CHQR	n/c	n/c	n/c	n/c	25%	50%	^15%	12%	30%	-15%	43%	^59%	≥ 3%	