Education Service Center, Region 19
El Paso, Texas

Quality Manual
ISO 9001:2008

Approved by:

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0.1 Index

1 Scope and Introduction

Purpose

This section establishes the basis of the Education Service – Region 19 (ESC– R19) Quality Management System (QMS).

1.1 General

This document is designated as the ESC–R19 Quality Manual. The manual addresses the requirements of the ISO 9001:2008 standard and outlines the design, development, and delivery of the educational products and services provided by ESC-R19. This manual provides comprehensive evidence to customers, suppliers, and employees of the controls that have been implemented to ensure product and service quality. This Quality Manual specifies the requirements by which ESC-R19:

- demonstrates its ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, and
- aims to enhance customer satisfaction through the effective application of the Quality Management System (QMS) including processes for continual improvement of the center and the assurance of conformity to customer and applicable statutory and regulatory requirements.

The QMS is documented in this manual which contains two introductory sections, 1.0 and 3.0, and sections 4.0 through 8.0 that parallel corresponding sections described in the *ISO 9001:2008 Standard.*

1.2 Scope

This Quality Manual documents the QMS used by ESC-R19 to assure the quality of its products and services provided through its location at 6611 Boeing Drive, El Paso, Texas 79925.   The scope of the QMS applies to all ESC-R19 products and services provided through the departments of Teacher Quality and Student Success, Migrant/Homeless Education Program, Purchasing, Alternative Education, Special Education, and Technology and Instructional Media Services. The Head Start Program located at 11670 Chito Samaniego, El Paso, Texas 79936 is not included in the ISO 9001:2008 scope. Also not included in the scope are the three ESC-R19 partnership programs located at 6611 Boeing Drive, El Paso, Texas 79925: Early Childhood Intervention Program, Child Nutrition, and the College/Tech Prep Youth Consortium.

The scope of the QMS includes the design, development, production, distribution and continuous improvement of educational products and services that meet customer, statutory, and regulatory requirements.

1.3 Introduction

ESC-R19 is an intermediate educational unit that provides training, technical assistance, administrative support and an assortment of other educational products and services as determined by the legislature, the Commissioner of Education and the needs of local school districts, charter schools, and other educational entities. The center supports 19 Local Education Agencies (LEA) serving more than 190,000 students and over 10,700 administrative and campus staff in Hudspeth and El Paso counties.

ESC-R19 is committed to excellence in providing services and products that support the education of children, youth and adults in its service area.   ESC-R19 is further committed to the establishment of a Quality Management System (QMS) that improves the products and services provided to its customers. The QMS enhances the center's ability to meet customer requirements and continuously make improvements.

ESC-R19 management staff leads and operates the center in a systematic and visible manner that aligns with the following quality management principles:

1. Customer Focus – The center is customer focused and understands current and future customer needs, meets customer requirements, and strives to exceed customer expectations
2. Leadership – Center leaders establish unity of purpose and direction of the center. An internal environment is created and maintained to support the development and delivery of quality products and services
3. Involvement of People – People at all levels are the core of the center and their full involvement enables their abilities to be used for the center's benefit
4. Process Approach – Results are achieved more efficiently as activities and relevant resources are managed as a process
5. System Approach to Management – Identifying, understanding and managing interrelated processes as a system contributes to the center's effectiveness and efficiency in achieving its objectives
6. Continual Improvement – Continual improvement of the center's overall performance is a permanent objective of the organization
7. Mutually Beneficial Relationships – The center and its customers are interdependent and a mutually beneficial relationship enhances the ability of both to provide quality products and services
8. Factual Approach to Decision Making – The center strives to base decisions on a thorough and comprehensive analysis of data and information

1.4 Distribution

This Quality Manual is a controlled document and is approved by the Executive Director. The manual is stored in an ESC-R19 network electronic format and is available for all ESC-R19 staff and customers to review as a read-only document. It is posted on the center's home webpage under the category, "About Us". The ISO Management Representative or his delegate has the sole authority to make modifications and changes to the network copy.

1.5 Definitions

Definitions and terms are listed in Section 3. References to the ISO 9001:2000 definitions are noted

in Section 3. Other definitions have been included which do not reference the ISO 9001:2008 Standard definitions.

1.6 Responsibilities

Responsibilities and authorities are defined in each section of this manual.

Center administrators are responsible for establishing and maintaining compliance with ISO 9001:2008 in their respective departments according to the requirements of this document. They are responsible for helping to define, implement and maintain the processes detailed in this manual. It is the responsibility of employees to follow procedures that implement the QMS and to strive for continuous improvement in all activities and processes. The ISO Management Representative (IMR) provides support and advice to all departments in helping understand and implement the QMS.

Reference Documents

ISO 9001:2008 Clause 1

Records

None

END OF SECTION 1

3.0   Definitions

Adequacy – Ability to satisfy a requirement.

Adequate Yearly Progress (AYP) – Measure of yearly student progress in mathematics, reading and graduation according to state academic standards established under the No Child Left Behind Act (NCLB).

Audit – A systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled [ISO:9000:2008, 3.9.7]

Center – Education Service Center – Region 19.

Click & Learn – An electronic registration system that serves as the ESC-R19 online events registration and management system including the management of personal transcripts of classes attended at ESC-R19 and elsewhere.

Conformity – Fulfillment of a requirement. [ISO 9001:2008 – 3.6.1]

Contact Log - An electronic accountability system whereby ESC-R19 employees indicate the type of professional activities performed, the amount of time spent on the activity, and the customer group served.

Continual Improvement – A recurring activity to increase the ability to fulfill requirements. [ISO 9001:2008 – 3.2.13]

Corrective Action – The action taken to eliminate the cause of a detected nonconformity or other undesirable situation. [ISO 9001:2008 – 3.6.5]

Customer – Organization or person that receives a product or service. [ISO 9001:2008, 3.35]

Customer Satisfaction – A customer's perception of the degree to which the customer's requirements have been fulfilled. [ISO 9001:2008 – 3.1.4]

Design and Development – Set of processes that transform requirements into specified characteristics or into the specification of a product, process or system. [ISO 9001:2008 – 3.4.4]

Document – Information and its supporting medium. [ISO 9001:2008 – 3.7.2]

Effectiveness – The extent to which planned activities are realized and planned results achieved. [ISO 9001:2008, 3.2.14]

Electronic Portfolio – A web-based individual file maintained on the ESC-R19 intranet in which employees enter completed training and professional development for quality accountability purposes.

ESC-R19 – Education Service Center – Region 19.

Infrastructure – (Organization) system of facilities, equipment and services needed for the operation of an organization. [9001:2008 – 3.3.3]

ISO Management Representative (IMR) – Person appointed by the Executive Director to assume responsibility for the implementation of the Quality Management System.

Management Review – A process for reviewing the Quality Management System, at planned intervals, to ensure its continuing suitability, adequacy, and effectiveness.

Managing Administrator – Person with position responsibility to manage a department or program area within ESC– Region 19.

No Child Left Behind (NCLB) – United States federal law that reauthorizes a number of federal programs that aim to improve the performance of schools by proscribing standards of accountability.

Nonconformity – The non-fulfillment of a requirement. [ISO 9001:2008, 3.62]

Preventive Action – The action to eliminate the cause of a potential nonconformity or other undesirable potential situation. [ISO 9001:2008 – 3.6.4]

Procedure – The specified way to carry out an activity or process. [ISO 9001:2008 – 3.4.5]

Process – A set of interrelated or interacting activities using resources and managed to transform input into a product or service.

Product – The result of a process [ISO 9001:2008 – 3.4.2]. The ESC-R19 product is considered the services and programs resulting from a process designed and developed to carry out the mission, vision, quality policy and objectives of ESC-R19.

Professional Learning Plan (PLP) – ESC-R19 required individual plan for all employees that identifies objectives and an action plan for yearly professional development and training.

Program Managers – ESC staff who supervise program development and implementation.

Public Education Information Management System (PEIMS) – System of educational data reporting that encompasses all data requested and received by the Texas Education Agency including student demographic and academic performance, personnel, financial and organizational information.

Quality – The degree to which a set of inherent characteristics fulfill requirements. [ISO 9001:2008 – 3.1.1]

Quality Management System (QMS) – A management system to direct and control an organization with regard to quality. [ISO 9001:2008 – 3.2.3]

Quality Management System (QMS) Leadership Team – ESC-R19 directors and other supervisory personnel who provide leadership to the Quality Management System and serve as management review for the guidance, planning and implementation of the Quality Management System. The team is chaired by the IMR.

Quality Objective – Something sought, or aimed for, related to quality. The objectives are based on the quality policy of an organization. [ISO 9001:2008– 3.2.5]

Quality Planning – The part of quality management focused on setting quality objectives and specifying necessary operational processes and related resources to fulfill the quality objectives. [ISO 9001:2008 – 3.2.9]

Record – A document stating results achieved or providing evidence of activities performed. [ISO 9001:2008 – 3.7.6]

Regional Advisory Council (RAC) – Advisory group to ESC-R19 that consists of the superintendents of the ESC-R19 local educational agencies.

Registration Scope – The scope of registration defines the programs and departments covered by an ISO 9001 certificate.

Registrar (Certification Body) – An independent, accredited, third party organization that conducts assessments of a company's quality management system to ensure it conforms to requirements. [ISO 9001:2008)

Requirement – A need or expectation that is stated, generally implied or obligatory. [ISO 9001:2008 – 3.1.2]

Student Performance Council (SPC) – An ESC-R19 administrative council chaired by Executive Director. The Council meets periodically to provide assistance and consultation related to the development, implementation, and management of center programs and operations.

Suitability – Appropriate to a given purpose or occasion.

System – A set of interrelated or interacting elements. [ISO 9001:2008 – 3.2.1]

TETN – Texas Education Telecommunications Network is a consortium of twenty-one (21) entities which includes the Texas Education Agency (TEA) and the twenty Texas Education Service Centers (ESCs). Its mission is to facilitate communications among educational entities throughout Texas to improve student performance and to increase efficiency of educational operations via an effective telecommunications network.

Traceability – The ability to trace the history, application, or location of that which is under consideration. [ISO 9001:2008 – 3.5.4]

Validation – The confirmation, through the provision of objective evidence, that the requirements for a specific intended use or application have been fulfilled. [ISO 9001:2008 – 3.8.5]

Verification – The confirmation, through the provision of objective evidence, that specified requirements have been fulfilled. [ISO 9001:2008 – 3.8.4]

END OF SECTION 3

4.0   Quality Management System

Purpose

This section establishes the requirements for the Education Service Center – Region 19 (ESC-R19) Quality Management System (QMS). The QMS is developed to provide services and products that enhance value and meet customer requirements.

Quality Standards

4.1   General Requirements

The ESC-R19 has established, documented, implemented, and maintains a QMS in accordance with the requirements of ISO 9001:2008. ESC-R19 is committed to continually improving its effectiveness in developing services and products that meet customer requirements. Established policies, procedures, and/or work instructions assist in the implementation of the QMS.

The ESC-R19 determines, applies the processes, and maintains the QMS by:

- determining the processes needed for the QMS and their application throughout the center (Section 7.0),
- determining the sequence and interaction of these processes,
- establishing the criteria and methods needed to ensure that both the operation and control of these processes are effective and efficient,
- ensuring the availability of resources and information necessary to support the operation of these processes,
- measuring where applicable, monitoring and analyzing these processes, and
- implementing actions necessary to achieve planned results and continual improvement.

4.2   Documentation Requirements

4.2.1 General Documentation

This Quality Manual and referenced documents explain the processes and procedures that ESC-R19 uses to comply with the ISO 9001:2008 standard.

QMS documentation includes the following:

- A Quality Manual that establishes the requirements and guidelines for the overall QMS
- A quality policy that is included in Section 5.3
- Measurable and consistent quality objectives, which are documented in Section 5.4.1
- The quality manual incorporates by reference the documented procedures and records required by ISO 9001:2008 (Section 4.2.3, Control of Documents; Section 4.2.4, Control of

Records; Section 8.2.2, Internal Audit; Section 8.3, Control of Non-Conforming Products/Services; Section 8.5.2, Corrective Action; and Section 8.5.3, Preventive Action)

- <u>Documents and records determined by the center</u> to be necessary to ensure the effective planning, operation and control of its processes, including statutory and regulatory requirements
- <u>Quality records</u> required by ISO 9001:2008 and center policies, procedures, and/or work instructions needed to ensure the effective planning, operation and control of processes

ESC-R19 manuals and documents related to service center policies, processes, and procedures are incorporated by reference into this Quality Manual. Three manuals provide the basis for documenting the ESC-R19 QMS. These manuals are:

- The ESC-R19 Policy Manual which contains policies governing the operation of the center and is maintained by the Office of the Executive Director
- The All-Center Procedures Manual which contains all approved written procedures and forms used by the center to support the provision of quality services and products and is maintained by the Quality Management Representative
- The Employee Handbook which details all employee requirements including employment procedures, employee conduct and welfare, and employment operations and is maintained by the Director of Human Resources

All manuals are posted on the ESC-R19 internal employee web page and are available to all employees. As applicable, other related procedures such as purchasing, finance, technology, and human resources are posted on the web page.

In addition, a Program Portfolio is maintained by each department/program area and includes a program description, information relating to how the department/area is addressing center objectives, special requirements and aspects related to the program, job descriptions of all employees with program responsibilities, documents specific to the program and records specific to the program. Each department maintains an updated copy of the Program Portfolio.

The ISO Management Representative has full authority and final responsibility for providing assurance that all activities and documentation conform to the QMS.

A *Master Document List (QMS-F001)* is maintained and posted on the center website. It includes the title of the record, the record identification number, revision number, approval authority and date.

4.2.2. Quality Management System Manual

A quality manual defining the scope of the QMS, the requirements of ISO 9001:2008, and center requirements has been developed, implemented and is being maintained by the ESC-R19. The Executive Director delegates responsibility for the preparation, distribution and maintenance of the quality manual to the ISO Management Representative. The Department Directors/QMS Leadership Team, which performs the management review function, examines the Quality Manual and makes recommendations for changes as needed. The Quality Manual is approved by the Executive Director and is verified by the signature of the ISO Management Representative.

The Quality Manual is in an electronic format as a read-only document on the center's website. All downloaded or printed copies are considered uncontrolled. This quality manual can be updated/revised by section and/or subsection. Updates are recorded in the *Quality Manual History*

Revision Table (QMS-F020) on the last page of the quality manual. The ISO Management Representative is the only person authorized to make changes to the Quality Manual.

The Quality Manual is used as the standard for the center's development and administration of quality products and services. This manual includes:

- the scope of the QMS including the delivery of educational products and services to ESC-R19 customers and the support of these functions at the ESC-R19 with the exception of Head Start and the following partnership programs: Early Childhood Intervention, Child Nutrition, and College/Tech Prep Youth Consortium,
- the documented procedures to meet the requirements of ISO 9001:2008 and/or references to them,
- the interaction and sequence of the processes included within the QMS as documented in Section 7.1, Planning of Product/Service Realization Processes, including an illustrated flow chart, and
- records to provide evidence of the efficiency and effectiveness of the operations.

4.2.3   Control of Documents

The ESC-R19 has established a procedure, QMS-P001 – Procedure to Control Documents, to address the control of documents. This procedure includes:

- <u>Approve all documents for adequacy prior to use:</u> all documents within the QMS are reviewed and approved by the appropriate administrator prior to issue. The document approval process is administered by the ISO Management Representative. Each controlled document is issued an unique number and code for identification purposes; allocation of a number and code by the ISO Management Representative indicates that the document has undergone an approval process
- <u>Review, update, and re-approve documents as necessary</u>: any document requiring revision is subject to the same review and authorization process that is used for new documents unless otherwise specified; the ISO Management Representative re-issues the document by making the proper changes and noting the revised date and revised number on the re-issued document
- <u>Ensure that changes and the current revision status of documents are identified</u>: a Master Document List (QMS-F001) including reference to departmental master lists is maintained by the IMR. All staff has the responsibility to recommend the development of new documentation, improvements, and/or revisions to existing documentation that are used in their respective programs. Requests for changes are made on the *Document Control Form (QMS-F014)*. Any revision made to a document issued requires a new revision code prior to being reissued.   Quality related documents filed electronically are recognized as the controlled versions
- <u>Ensure that relevant versions of applicable documents are available at all points of use</u>: department directors/managers are responsible for ensuring that staff is aware of needed documents and that they have access to the documents through the center's web page
- <u>Ensure that documents of external origin such as federal and state regulations determined to be necessary for the planning and operation of the QMS are identified and their distribution controlled</u>: the QMS includes, where necessary, documents of external origin. Such documentation is identified to a specific program or process and the distribution

is controlled by the director/manager

- <u>Prevent the unintended use of obsolete documents and to apply suitable identification to them if they are retained for any purpose</u>: obsolete documents are removed from point of use or otherwise marked to prevent unintended use. If a document is to be kept for reference, it is marked obsolete or otherwise destroyed

Operating procedures specific to departments/programs are maintained by the department/program administrator.

The Management Team meets at least annually or as necessary to review and update/approve control of documents.

4.2.4   Control of Quality Records

ESC-R19 quality records established to provide evidence of conformity to requirements and of the effective operation of the QMS shall be controlled. The IMR is responsible for verifying that all records relating to the QMS are maintained appropriately.

Quality records are legible, identifiable, and retrievable to either a specific program or process. A documented procedure, *Procedure for Maintaining Quality Records (QMS-P002)*, has been established to define the controls needed for the identification, collection, storage, protection, retrieval, retention, and disposition of quality records. Such records are stored in a suitable environment that facilitates accessible retrieval and protects the records from damage. Records management includes the backup of electronic records.

The original copy of a record, filed in the appropriate file, is maintained as the official record. This official record may be used in any investigation of nonconformance, corrective action, or document change. Records may be in hard copy or electronic format. The Technology and Instructional Media Services department conducts regularly scheduled backups of electronic records. Maintenance of quality records specific to departments and/or products are maintained in the individual department/program administrator's portfolio.

QMS records may include, but are not limited to:

- management reviews,
- education, training, skills and experience,
- results of the review of requirements related to products/services and actions taken,
- product and service design and development inputs and processes including reviews, verifications, validations and changes,
- records of design and development changes,
- records regarding customer property,
- traceability records where required,
- evaluation of suppliers and any necessary actions resulting from the evaluation,
- monitoring and measuring of products/services,
- nonconformance review and disposition records,
- corrective and preventive action results,
- internal quality records, and
- competency, awareness and training records.

4.3   Quality Management Principles

Executive administration leads and operates the ESC–R19 in a systematic and visible manner that aligns with the following quality principles as outlined in Section 1.0, Introduction: Customer Focus, Leadership, Involvement of People, Process Approach, Systems Approach to Management, Continual Improvement, Factual Approach to Decision Making, and Mutually Beneficial Relationships.

ESC-R19's successful use of the above principles results in continued benefits to the center in the form of top level support for providing quality products and services to its customers. The center's mission and goals articulate those expectations for customers as well as the center's commitment to continuous improvement of the processes for providing products and services.

4.4   Documentation Structure

The diagram on the following page outlines the structure and documentation hierarchy of the ESC-R19 Quality Management System.

Level 1

QMS
Manual

Quality Management
System (QMS)

Procedures/Documents
Policies/Established
Processes

Level 2

Department/Function-Specific
Work Instructions/Manuals

Level 3

Operations,
Systems and
Processes

Function Specific Forms

Level 4

Records and documentation required by ISO 9001-2008

Level 5
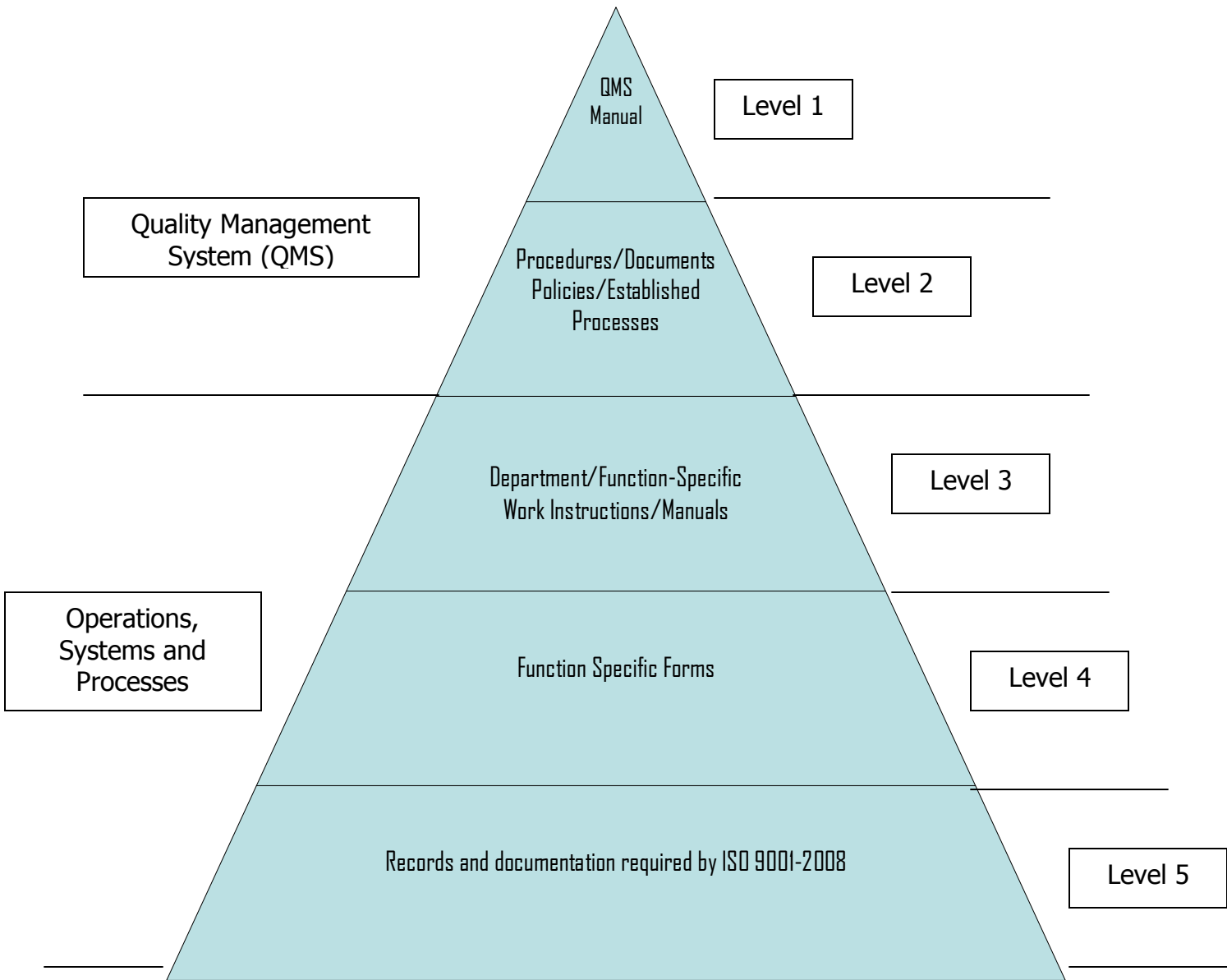
Definitions

See Section 3 for definitions

Responsibilities

ISO Management Representative

Reference Documents

Procedure for Maintaining Quality Records (QMS-P002)
Procedure for Document Control (QMS-P001)
Procedure for Conducting Management Reviews (QMS-P003)
ISO 9001:2008 Standard – Clause 4

Records

None

END OF SECTION 4

5.0   Management Responsibility

Purpose

This section establishes and documents the commitment and responsibility of the management of ESC-R19 to follow and maintain the Quality Management System (QMS).

Quality Standards

5.1 Management Commitment

It is the intent of ESC- R19 to provide products and services that meet the requirements of its customers in concert with the quality policy. Management is committed to achieving this policy through the implementation and maintenance of the QMS.

ESC-R19 provides evidence of its commitment to the development, implementation and leadership of the QMS and continually improves its effectiveness and efficiency by:

   a. Establishing, maintaining, and reviewing quality measures including:

   ● a center mission and vision statement,
   ● a quality policy (see Section 5.3), and
   ● quality objectives (see Section 5.4.1).

   b. Providing relevant training on the QMS and related procedures,
   c. Communicating and ensuring that ESC-R19 staff understand:

   ● the importance of meeting customer, as well as, state and federal regulatory requirements,
   ● the quality policy and objectives through postings and internal staff meetings, and
   ● changes to procedures and documentation.

   d. Ensuring that the quality objectives are:

   ● established and reviewed for continuing suitability and adequacy, and
   ● revised or changed when necessary.

   e. Identifying resource requirements and allocating resources to ensure an effective QMS (see Section 6.0) including but not limited to:

   ● identification and allocation of the required human resources, training, equipment and services,

- allotment of resources to support the internal audit process, and
- verification of activities as described by the quality strategic plan.

f. Conducting management reviews (see Section 5.6)
g. Overseeing the continual improvement of the QMS

5.2   Customer Focus of Management

The QMS enables management to successfully satisfy the present and prospective needs of customers through identifying their needs, translating the identified needs and expectations into requirements, and communicating the requirements throughout the center while focusing on process improvement to insure value for the customer.

ESC-R19 management determines:

- requirements specified by the customer including service delivery,
- requirements not stated by the customer but necessary for specified service needs,
- state and federal requirements related to the service, and
- any additional requirements determined by ESC-R19.

Management reviews the requirements related to the needs of the customer.   Top level administration ensures that:

- customer requirements are defined and fulfilled with the aim of enhancing customer satisfaction,
- customer and staff concerns are addressed, and
- the center has the ability to meet the defined requirements.

ESC-R19 uses a variety of methods to determine customer requirements and satisfaction including, but not limited to:

- advisory committees,
- Department Director meetings
- QMS Leadership Council/Management Review minutes,
- customer satisfaction surveys,
- face-to-face meetings,
- telephone feedback,
- focus groups,
- needs assessment,
- workshop evaluations,
- program evaluations,
- annual ESC evaluation, and
- Academic Excellence Indicator System (AEIS).

5.3 Quality Policy

The ESC-R19 quality policy is:

> **The Education Service Center – Region 19 is committed to ensuring success for all students by providing quality services to all Region 19 schools through a continuous improvement process in compliance with ISO 9001:2008 Standards**

The responsibility for quality lies with management and with each individual, and department in the organization. All individuals and departments charged with a responsibility within the QMS process are ultimately accountable to the Executive Director. Executive management ensures that the quality policy is established and that the policy:

- is appropriate to the mission, vision and goals of the center and the needs of its customers,
- includes a commitment to comply with the requirements and continuous improvement of its products and services,
- provides a framework for establishing and reviewing quality goals and action strategies according to the center's strategic plan,
- is communicated to all employees through a variety of methods including the center's strategic plan documents, training manuals, internal staff meetings, quality newsletters, and new employee orientation with comprehension of the policy verified through internal audits, and
- is reviewed for suitability and continuous improvement of the QMS.

ESC-R19 works to achieve quality by clearly defining center policies, procedures and objectives; regularly monitoring and evaluating quality; supporting a self-critical and reflective approach which welcomes and responds appropriately to feedback from others; providing staff development in the concepts and practices of quality; and recognizing the importance of feedback from customers.

Quality is monitored and evaluated through ESC-R19's QMS. The policies, procedures and processes that comprise the QMS are subject to regular review and periodic audit to ensure continual improvement and effectiveness. The QMS Leadership Team Directors Meeting annually reviews the Quality Policy. Records of the meeting are maintained in the Office of the Executive Director as indicated in Section 4.2.4.

5.4 Quality Planning

Quality planning is an integral part of the QMS and is essential to ensure continuous improvement of the products and services provided to ESC-R19 customers. All ESC-R19 planning activities are conducted with the center's mission statement, vision statement, and quality policy as center focus. The ESC-R19 mission statement is:

> **The Education Service Center in Region 19 exists to educate the community in order to create opportunities for an improved quality of life.**

The ESC-R19 vision is:

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An educated society that contributes to an improved quality of life

</div>

The ESC-R19 vision and mission are supported by the following core values: integrity, honesty, ethical roots, quality, industrious, student focus, and customer oriented.

ESC-R19 planning focuses on defining processes that effectively and efficiently meet the quality objectives and requirements of the system. The center has developed a strategic plan that is incorporated by reference into the QMS. The strategic plan is assessed, reviewed and revised on continuous basis. The plan is included in Section 5.4.1.1 in the Quality Manual and is available on the center web site.

5.4.1   Strategic Goals and Action Plans

Using the center's strategic planning process, it is the responsibility of the QMS Leadership Team/Department Directors, with the support of planning committees, to establish quality goals and action plans for the center. Quality goals provide a focus that directs the center and drives continuous improvement through ongoing review and adjustment as needed. The goals determine the expected results and lead the center to apply its resources to achieve these results.

Management ensures that quality goals, including those needed to meet customer requirements, are consistent with the quality policy, established at relevant functions and levels in the center, and reviewed on a continuous basis to ensure the delivery of quality products and services. Findings from management reviews, customer satisfaction surveys, and other assessments are considered in the development of the quality goals.

All divisions and departments are represented in the strategic planning and implementation process including on-going assessment and review of goal achievement. However, they are held responsible only for those goals and objectives that are aligned with the scope of their work. Each department is expected to implement specific actions that support selected center according to the department's mission and function. Each staff members Professional Learning Plan (PLP) is based on building capacity to meet specified center or department goals. The ESC-R19 Strategic Plan for2009 – 2011 is summarized in the following table:

Education Service Center – Region 19 Strategic Plan – 2009-2011	
ESC-R19 PRODUCTS AND SERVICES TARGET STUDENT ACHIEVEMENT THROUGH A DEVELOPMENTAL FRAMEWORK THAT FOCUSES ON THE NEEDS OF CLIENTS FROM BIRTH THROUGH ADULTHOOD:	
Goal #1	**Increase the provision of quality, leadership-oriented and research-based professional staff development services**
Action Strategy 1.1	Assist educators in meeting the needs of all students through research-based and best practice professional development

Action Strategy 1.2	In collaboration with other ESCs, support the development and continuous improvement of the Curriculum Collaborative; expand the number of schools adopting CSCOPE within the region; strengthen the support of participating schools, and enhance the administrative component of CSCOPE
Action Strategy 1.3	Assist educators in ESC-R19 schools to implement college readiness and End-of-Course strategies, standards and assessments
Action Strategy 1.4	Provide support to educational leaders through professional development opportunities that address specific administrative needs
Goal #2	**Assist districts and campuses with federal and state accountability requirements**
Action Strategy 2.1	Ninety-one percent of ESC-R19 schools in federal School Improvement Planning (SIP) will meet specified exit requirements
Action Strategy 2.2	Ninety-three percent of ESC-R19 schools will meet AYP under federal accountability
Action Strategy 2.3	99.2 percent of ESC-R19 schools will attain ratings of "Academically Acceptable" or better on state accountability
Action Strategy 2.4	Seventy-four percent of ESC-R19 schools will attain ratings of "Recognized" or better on state accountability
Action Strategy 2.5	Assist ESC-R19 schools to meet PBMAS standards and to implement interventions as required
Goal #3	**Identify and report on indicators impacting service delivery and customer usage**
Action Strategy 3.1	Accomplish a high level of customer satisfaction by attaining an average rating of 3.7 on the *ESC-R19 Customer Satisfaction Survey*
Action Strategy 3.2	Attain an average professional development workshop evaluation rating of 4.6 or higher on all areas as measured on the *ESC System Workshop Evaluation*
Action Strategy 3.3	Maintain ISO 9001:2008 registration
Goal #4	**Increase the number and effectiveness of collaborative arrangements with districts, schools, and community partners**
Action Strategy 4.1	Provide consultative assistance including professional development offerings, geared to the promotion of collaborative partnerships including drop-out prevention and other leading educational issues
Action Strategy 4.2	Analyze ESC-R19's status in providing and participating in Collaborative Agreements and make recommendations regarding expansion
Goal #5	**Meet customer needs through identifying and reporting on indicators that provide continuous improvement of educational services**
Action Strategy 5.1	By 2014 (NCLB Standard), 100 percent of ESC-R19 schools will meet AYP under federal accountability, attain "Acceptable" or better rating on AEIS (state accountability), and meet PBMAS standards. By August 2010, students participating in TAKS will show continuous progress from the previous years. Projected ESC-R19 student increase in meeting standards (2010 compared with 2009) according to demographic groups:

Action Strategy 5.1	Increase in Percentage of Students Passing TAKS from 2009 to 2010							
	Content Area	All	AA	H	W	ED	SPED	LEP	AR
	Reading/ELA	1%	1%	1%	1%	1%	3%	2%	1%
	Mathematics	2%	2%	3%	1%	3%	5%	3%	3%
	Writing	1%	1%	1%	1%	1%	2%	1%	1%
	Science	3%	5%	5%	4%	5%	6%	5%	4%
	Social St.	3%	2%	3%	1%	3%	5%	5%	2%
	All = All Students; AA = African American; H = Hispanic; W = White; ED = Economically Disadvantaged; SPED = Special Education; LEP = Limited English Proficient; AR = At Risk							

The quality goals are achievable and measurable. The ESC-R19 Department of Planning, Research and Evaluation prepares an assessment of the quality goals and reports the results to the QMS Leadership Team and to the staff. The QMS Leadership Team review the quality objectives and the assessment results at least annually. Additionally, the recommendations of planning committees along with the results of audits, additional data analyses, and customer feedback are considered in the continuous goal planning process. Based on this input, the QMS Leadership Team recommends revisions or new goals as needed.

Communication of the quality goals and action strategies for the ensuing year is directed to staff at an all-day internal staff meeting. Follow-up communications regarding the goals are presented at quarterly internal staff meetings. Additionally, a monthly newsletter, *ESC-R19 Quality Newsletter*, provides timely updates on implementation of activities in support of the goals. As needed, task forces and/or committees assist with the implementation of the goals and action strategies. Procedures to orient and inform new hires, part-time and temporary employees regarding the quality goals and action strategies are in place.

5.4.2   Quality Management System Planning

ESC-R19 management has identified resource requirements and has provided sufficient and appropriate resources essential to the implementation of the QMS. Management ensures that the planning of the QMS is carried out in accordance with documented procedures that meet the requirements of ISO 9001-2008 as stated in Section 4.1 of this manual. This specifically relates to continual improvement, which is identified in Section 8, Measurement Analysis and Improvement. The integrity of the QMS is maintained when changes are planned and implemented.

Planning of the QMS is comprehensive with continual improvement inputs including strategic planning, internal audits and customer requirements (Section 5.2). Quality planning ensures that change is conducted in a controlled manner and that the integrity of the QMS is maintained during this change. Primary considerations in the quality planning process include:

- needs and expectations of customers,
- performance of the products and services,
- staff knowledge and skill
- performance of the operational processes and associated practices, and
- continual improvement of the quality system.

Planning occurs throughout ESC-R19 and includes:

- center-wide internal staff meetings,
- division and department meetings,
  cross-department meetings,

- core team meetings,
- professional learning communities, and
- QMS Leadership Team meetings.

Revisions to the QMS are directed by management at appropriate intervals through the strategic planning process, QMS Leadership Team reviews, and management carries out the direction and appropriate documentation as defined through the review process. Documentation of changes to the QMS is maintained in the ISO Documentation Notebook located in the Office of the IMR.

5.5   Responsibility, Authority and Communication

5.5.1   Responsibility and Authority

The Executive Director is responsible for the management and operation of ESC-R19 including setting general policy, defining the authority, responsibility, accountability, and interrelationship of all personnel within ESC-R19. The Executive Director approves the quality manual and supports the overall structure of the QMS. The Executive Director is committed to the quality policy described in Section 5.3 and to the effective operation of the organization.

Management ensures that the responsibilities, authorities, and interrelations of staff are defined and communicated within the center.

The center's QMS Leadership Team provides oversight for the implementation of the QMS. The QMS Leadership Team has responsibility for overseeing the development of the quality policy and providing management review of the QMS. The IMR has the required authority and independence to identify problems and recommend corrective action as described in Section 8.5.2 of this quality manual.

Job descriptions are maintained by the Human Resource Department for all employees and are revised when work assignments are modified or changed. Individual employee job descriptions are posted on the center's website and are controlled through read-only designation.   All job descriptions are reviewed and approved by management annually. *SS-HR-P002 – Procedure for Developing and Maintaining Job Descriptions* guides the management of the center's job description development and maintenance process. *SS-HR-F039 – Job Description/Job Title Change Form* is used to facilitate job description changes.

5.5.2 Management Representative

The Executive Director has appointed the Coordinator of Strategic Planning, a member of the QMS Leadership Team as the ISO Management Representative (IMR). Responsibilities and authorities of the IMR include:

- ensuring that processes needed for the QMS are established, implemented and maintained in accordance with ISO 9001:2008 standards,
- managing, monitoring, evaluating, and coordinating the QMS,
- reporting to the QMS Leadership Team on the performance of the QMS including needs for improvement,
- facilitating management review meetings and coordinating document issuance,

- ensuring that all personnel are aware of customer requirements through the center's planning and meeting process,
- carrying out QMS Leadership Team directions related to the operation of the QMS,
- serving as the liaison with external parties on matters relating to the QMS,
- maintaining control of procedures and other documents germane to QMS, and
- ensuring that the quality manual is maintained and revised as needed.

5.5.3   Internal Communication

ESC- R19 management ensures that appropriate communication processes are established throughout the center, and that communication takes place regarding the effectiveness of the QMS. Management will promote awareness of the quality policy, requirements, objectives and accomplishments. Quality performance progress, customer satisfaction, internal audit results, and changes in the QMS are also communicated.

Quarterly all-day internal staff meeting and training days are a major method of communicating the QMS. All ESC-R19 employees are required to attend these sessions. Other communication methods include the following:

- Meetings of key personnel
- Employee orientation
- Employee handbook
- Personnel evaluations
- Department meetings
- Interdepartmental meetings
- Professional learning community sessions
- E-mail/listserves
- Center website/intranet
- *ESC-R19 Quality Newsletter*
- Bulletin boards
- Research and planning reports
- Daily interaction
- QMS Leadership Team
- Strategic planning meetings

Periodically employees are surveyed for feedback regarding the center's strategic planning and QMS. Internal audits are used to verify the effectiveness of this communication.

5.6   Management Review

5.6.1   General

The QMS Leadership Team serves as the center's Management Review Team and conducts management review meetings at least bi-annually, or more frequently when desired. Management reviews determine the continuing suitability, adequacy, and effectiveness of the QMS in satisfying the requirements of ESC-19 customers and ISO 9001-2008 Standards.

5.6.2   Management Review Input

Input for the management review process may include, but is not limited to, current performance and improvement opportunities related to the following:

- Results of internal and external audits showing process performance and level of conformity (Section 8.2.2)
- Customer feedback and satisfaction measurements (Section 8.2.1)
- Process performance and product/service conformity to requirements (Section 8.2.4)
- Status of preventive and corrective actions (Sections 8.5.2 and 8.5.3)
- Follow-up actions from previous management reviews
- Status of the achievement of the quality objectives
- Center changes which might affect the integrity of the QMS (Section 6.0)
- Recommendations for improvement.

A documented procedure, *QMS-P003 – Procedure for Conducting Management Reviews*, guides the management review process.

In coordination with the center's strategic planning process, recommendations for improvement are incorporated into the center's goals and action strategies with specific measurable targets. Action strategies that have been achieved may be either upgraded to a higher performance level or be closed out and replaced with other objectives. Goals that were not met will be investigated to determine the reasons for non-achievement.

5.6.3 Management Review Output

Outputs from the management review shall include, but are not limited to, any decisions and actions related to the following:

- Improvement of the efficiency and effectiveness of the QMS and its processes
- Satisfaction of internal and external customers
- Improvement of the center products and services to better meet customer requirements
- Resource allocations and needs
- Review of trends in the achievement of action strategies

Corrective actions identified from these reviews are forwarded to the appropriate department/ program administrator who is responsible for timely implementation. Updates are provided at subsequent management reviews to demonstrate the effectiveness of actions taken or customer validation.

The findings, conclusions, and recommendations of management reviews are documented by meeting records which are maintained by the Executive Assistant to the Executive Director and the IMR.   Records of such reviews are maintained in accordance with Section 4.2.4, Control of Records, and include who performed the review, when the review occurred, what was reviewed, results of the review, action items, assignment of action items, status or previously assigned action items, and conclusions.

Definitions

See Section 3 for definitions

Responsibilities

QMS Leadership Team
ISO Management Representative
Center Management

Reference Documents

- *ISO 9001:2008 Standards, Clause 5*
- *Procedure for Conducting Management Reviews (QMS-P003)*
- *Procedure for Maintaining Quality Records (QMS-P002)*

Records

The minutes of Management Reviews are recorded and maintained in accordance with *Procedure for Conducting Management Reviews (QMS-P003).*

END OF SECTION 5

6.0 Resource Management

Purpose

This section establishes the requirements for resource management essential to the process development, implementation and continuous improvement of the QMS.

Quality Standard

6.1   Provision of Resources

The ESC-R19 Executive Director is responsible for determining the appropriate resource requirements and providing adequate resources for the center. Resources are provided so that all departments are able to:

- implement and maintain the QMS and continually improve its efficiency and effectiveness, and
- enhance customer satisfaction by meeting customer requirements.

The determination of resources is considered during the center's planning and budgeting phases and is continued throughout the year, as needed, to ensure that appropriate resources are available to implement and maintain the QMS and to continually improve its effectiveness and enhance customer satisfaction by meeting or exceeding customer requirements. Within the realm of their responsibility and funding sources, departmental/program administrators are responsible for determining the appropriate resource requirements and the provision of adequate resources. This includes the assignment of trained personnel to effectively implement and maintain departmental programs. Departmental administrators are also responsible for continual improvement in effectively identifying and satisfying customer requirements.

Resource allocation and needs are also considered during the management review process. Additionally, a review of resources occurs when new products or services are being developed.

6.2   Human Resources

6.2.1 General

All ESC-R19 staff has duties and responsibilities that affect the quality of service related to the design and delivery of education assistance and training. Personnel performing work affecting conformity to product and/or service requirements have been determined to be competent based on appropriate education, training, skills and experience.

ESC-R19 ensures that personnel performing activities affecting quality are adequately trained, qualified and/or certified according to established requirements and standards. Records of internal

and external training and ongoing education are maintained by each employee and are recorded in the employee's "electronic portfolio."   Internal staff development is automatically entered into the "electronic portfolio" from participant training sign-in sheets. Individual employees are responsible for entering professional development and job training from outside sources. Training records are reviewed with the employee's supervisor during the employee's annual evaluation and Professional Development Plan (PLP) review process.

Processes are in place for recruitment and hiring of staff, staff orientation, appraisal, training, and professional development.

6.2.2 Competence, Training and Awareness

ESC-R19 defines the qualifications of staff, and ensures that they are appropriately trained and aware of their role affecting product quality. Qualifications as defined in job descriptions are based on education, experience and/or training. Managing administrators are responsible for assessing the qualifications needed for various tasks and ensuring personnel given these tasks are qualified to undertake them.

The center:

- determines the necessary competency needs for personnel performing work affecting conformity to product requirements,
- ensures that tasks effecting product, process or system quality shall be performed by personnel who are qualified to perform these tasks,
- addresses professional development during personnel evaluations,
- ensures that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the center's quality goals and action strategies,
- where applicable, provide training or take other actions to achieve the necessary competence, and
- maintains appropriate records of education, training, skills, and experience.

Job-related activities that affect product, process, or system quality are performed by staff that are qualified to perform these tasks. The minimum competencies required for each position are defined in each position's job description.   Each employee's job description is posted on the center's website. The Human Resources Department is responsible for providing orientation training to new employees.

Managing administrators ensure that staff is current in the field in which they are employed as described in their job description. Ongoing training needs arise out of statutory changes, new knowledge in the area of expertise, process or equipment changes, and/or the development of new products and services. Task-specific training is provided by the division/department. General skill development training is provided by the center through its internal staff training process.

All employees are required to complete a yearly Professional Development Plan (PLP) that is related to the center's quality goals. This plan is documented and reviewed each year by the employee's supervisor in concert with the employee's annual performance review.

The IMR is responsible for establishing/approving ISO quality training and orientation sessions. These sessions provide employees with an understanding of the contents of the ISO 9001:2008 Standard and the application of the QMS policies and procedures. Personnel attendance and the results of quality training and orientation sessions are documented and maintained in accordance

with Procedure 4.2.4, Control of Records. On-the-job professional development is contained in the employee's electronic "portfolio". Records of ISO 9001:2008 orientation and training content are maintained by the IMR.

6.3 Infrastructure

The identification, provision, and maintenance of facilities needed to achieve conformity of products and services is considered part of ESC-R19's normal management process and is the responsibility of management. ESC-R19 infrastructure includes:

- buildings, workspace and associated utilities,
- process equipment (hardware and software), and
- core services and supporting services to ensure the effective functioning of the center.

ESC-R19 establishes and maintains the facilities, utilities, and all associated hardware, software and supporting services such as information systems needed to achieve product/service requirements. The center maintains a computer network, regional video/data network, and provides e-mail for all staff. The center's website provides information on the many programs and services offered by ESC-R19 as well as electronic registration for professional development services offered by the center. ESC-R19 also provides support for general and specific software programs utilized by staff.

As part of continuous improvement, supervisors review and evaluate adequacy of allocated resources. This includes planning, provision and maintenance of employee facilities, workspaces, equipment, hardware and software, and associated internal services. Revisions to resource allocations are made as needed to ensure that the infrastructure is adequate.

Employees may complete and submit a maintenance work order request as needed to correct any minor maintenance problems that are identified. A technology help desk provides assistance on hardware and software problems. Records of reported problems and repair solutions are maintained.

Maintenance of equipment, buildings and facilities is performed by ESC-R19 facilities department staff and/or external contractors. This includes regularly scheduled maintenance of lighting systems, air conditioning and heating systems, landscaping, and custodial cleaning.

6.4 Work Environment

ESC-R19 has established and maintains the appropriate work environment needed to achieve conformity to product and service quality requirements. All work areas comply with established state, federal and local safety, regulatory and environmental standards and safety codes. This is accomplished through employee training, a continuous improvement planning process, and management reviews.

The management team ensures that the work environment has a positive influence on motivation, satisfaction and performance of employees to enhance the effectiveness of the center.

Non-conformances in the work environment are dealt with in accordance with Section 8.3, Control of Nonconforming Product.

Definitions

See Section 3 for definitions

Responsibilities

Human Resource Management
Associate Executive Director of Support Services
Facilities Manager
ISO Management Representative

Reference Documents

ISO 9001:2008 Clause 6
Procedure for Completing Employee Professional Learning Plan (SS-HR-P001)
Work Instructions for Inputting and Managing Job Descriptions (SS-HR-W003)
Work Instructions for Inputting Professional Learning Plans (SS-HR-W004)
Employee Performance Appraisal Template (SS-HR-F034)
Employee Professional Learning Plan Template (F035)
Employee Handbook (SS-HR-M001)
Employee Pay Plan (SS-HR-M002)

Records

Data on education, training, skills and experience of personnel performing work affecting process and/or service quality is recorded continuously by individual staff, human resource and departmental procedures.

END OF SECTION 6

7   Product/Service Realization

Purpose

The purpose of this section is to describe the methods and processes used by ESC-R19 to plan, design, develop, verify, deliver and validate products and services provided to its customers.

Quality Standards

7.1   Planning of Product/Service Realization

ESC-R19 has established and maintains product/service design and development processes that meet customer requirements and are consistent with QMS requirements. Product/service realization plans determine the following:

- Quality objectives and requirements for the product/service
- Establishment of processes, and documents, and the provision of resources specific to produce conforming products/services (Section 7.3.1)
- Required verification, validation, monitoring, measurement, inspection, and test activities to determine acceptable products/services (Section 7.3.1)
- Records needed to provide evidence that the realization process and resulting product/services conform to specified requirements (Section 4.2.4)

ESC-R19 plans products and services according to the Product/Service Realization Model (Section 7.1, Figure 1). Output from this model encompasses the following types of educational products and services provided by ESC-R19:

- Core services as mandated by the TEA and Texas ESC-system requirements
- Professional development/training
- Technical assistance based on customer request
- Technical assistance based on statutory/regulatory or ESC-R19 determined requirements
- Alternative educator certification
- Direct services
- Customer resources

The output of product/service realization planning is the continuous improvement planning process. All personnel are encouraged to be involved in product and process improvement. Design and development procedures are initiated for new products/services. The need for new products and services may arise based on customer requests, state or federal requirements, or division leadership. Additionally, the center's strategic planning process focuses on the continuous development of research-based quality products and services to meet the needs of the center's customers. These plans are submitted to the QMS Leadership Team and the Executive Director for approval and potential implementation. Based on approval, the department director designates project lead

7.1 ESC-R19 Product/Service Realization Model (Figure 1)

CUSTOMER NEEDS

DESIGN INPUTS

ESC-R19 Strategic Plan
Advisory Groups
Customer Satisfaction Surveys
Direct Customer Request
State and Federal Initiatives
Grant Standards/Requirements
Accountability Data
State or Federal Grants
AEIS/TAKS Data
Workshop Evaluations
Balanced Scorecard

VALIDATION

REVIEW

VERIFICATION

DESIGN PLANNING AND CHANGE CONTROL

Center-Wide Planning
ESC-R19 Strategic Plan
(1) Identify center-wide goals
(2) Define center-wide strategies/action plan
(3) Assign implementation responsibilities

Program Level Planning
(1) Assess existing strategies that support customer needs
(2) If no existing strategy addresses client's current need, develop a new strategy using ~~ADM-P001~~ ~~or~~ ADM-P002 (identify human resources, materials required, funding source, timeline)

Program Level Planning
(1) Identify applicable goals, objectives & strategies as outlined in Strategic Plan
(2) Develop action plans including identification of human resource requirements, materials required, funding, timeline, formative and summative evaluation methods

DESIGN OUTPUT

Program or Service is assembled into a package that is ready for presentation to customer
This may include: program/service description; program (workshop) header; syllabus, outline or agenda; budget; evaluation instrument; contract proposal; events management/room reservation/special arrangements

When practical ▶

PRODUCT/SERVICE

Final presentation or delivery of program/service to customer; monitored to validate that the product requirements are met

MONITORING & MEASUREMENT

Formative Evaluation

Summative Evaluation

personnel who are responsible for project and process development. The output of this planning is a product or service that is verifiable against requirements and validates customer requirements.

Records providing evidence that the realization processes and resulting products/services meet requirements include:

- professional development/workshop evaluations,
- balanced scorecard,
- customer satisfaction surveys,
- advisory group meeting minutes, and
- summary and follow-up of procedures, documents, and forms.

7.2   Customer-Related Processes

7.2.1   Determination of Requirements Related to the Product

ESC-R19 adheres to its purpose of providing educational services and products that meet customer requirements. The center determines:

- statutory and regulatory (state and federal) guidelines applicable to the product including core requirements such as Adequate Yearly Progress (AYP),No Child Left Behind (NCLB), and Academic Excellence Indicator System (AEIS),
- requirements specified by customers including requirements for delivery and post-delivery activities,
- requirements not stated by the customer, but necessary for specified use or known and intended use, and
- any additional requirements considered necessary by ESC-R19 including best practices in education.

ESC-R 19's products and services are described in the online list of programs and services and in the online professional development/training catalog.

The primary ESC-R19 customers are school districts/charter schools, school board members, teachers, administrators and other educators; and in some programs, students and parents.

7.2.2 Review of Customer Requirements Related to the Product

The center reviews the requirements related to the product prior to contracting with a customer and ensures that:

- product requirements are defined (Section 5.2 and Section 5.6.2),
- state and federal regulations are followed,
- contract requirements and customer requests differing from those previously expressed are resolved (Section 7.2.3), and
- defined requirements are met through the continuous improvement process which includes program evaluations, workshop evaluations and customer feedback.

Where the customer provides no documented statement of requirements, customer requirements are determined through formal and informal feedback provided by advisory committees, workshop participants, students, parents, school personnel, and staff on an ongoing basis. Student

performance data are also used in product development, In addition, an annual needs assessment and program evaluation is conducted. The Regional Advisory Committee (RAC) annually reviews the evaluation and needs assessment. The Department of Planning, Research and Planning assists departments with development and reviews of evaluation protocols, needs assessment instruments, and processes prior to implementation.

Records of the review and actions arising from the review are maintained in the ISO Management Representative's office and/or in the Department of Planning, Research and Evaluation in accordance with Section 4.2.4.

7.2.3 Customer Communication Related to Products

In keeping with the center's commitment to customer satisfaction in relation to product and service information, ESC-R19 views effective communication as an essential element of customer satisfaction. The center has determined and implemented effective methods of communicating with customers in relation to:

- continuous improvement plan requirements,
- product and service information,
- inquiries,
- contracts including amendments, and
- customer feedback including customer complaints.

QMS-P008 – Procedure for Assessing Customer Satisfaction and *QMS-P009 – Procedure for Handling Customer Complaints* are used to gain customer communication. The managing administrator of each department is responsible for establishing the appropriate communication methods to ensure inquiries, customer requests, and customer feedback, including customer complaints, are handled expeditiously and professionally. The center requires that all departments/programs conduct, at a minimum, a yearly customer satisfaction survey. In addition, separate customer satisfaction surveys for four target groups are posted on the center's webpage and available for response by the following customer groups: customers receiving professional development, customers receiving technical support, customers receiving direct services, and customers receiving products and services. In addition, a comprehensive survey is sent yearly to all superintendents of schools. Individual departments and programs may use specifically designed surveys whenever such surveys will be useful in assessing customer satisfaction.

Communication with customers concerning products is ongoing through the Regional Advisory Committee (RAC), department/program advisory committees, program and workshop evaluations, face-to-face meetings with customers, center's website, listservs, e-mail, website, publications, programs and services, contracted services, online and catalogs of services, and published workshop brochures.

Communication with other agencies and entities are accomplished through face-to-face meetings, advisory committee meetings, e-mail, Texas Education Telecommunications Network (TETN) and the ESC-R19 website.

7.3 Design and Development

ESC-R19 regards the design and development phase as central to the provision of quality products and services. Identified in this phase are methods used in planning, and the personnel responsible

for the control and verification of the design process.

7.3.1   Design and Development Planning

ESC-R19 plans and controls the design and development of products and services supported by the center. In most cases, ESC-R19 is designing services for customer use.

The ESC-R19 Product/Services Realization Model (Section 7.1) illustrates the process for the review, verification and validation of the design and development stages. During these stages departments determine:

- the design and development stages appropriate to products and services,
- the review, verification and validation that is appropriate to each stage, and
- the responsibilities and authorities for design and development.

An integral part of ESC-R19's planning is a Comprehensive Strategic Plan that is reviewed and revised as needed. The plan includes goals, and action strategies for implementation of center services including performance indicators to assess goal accomplishment. Each department indicates how objectives are being addressed by the department. The plan integrates all of the planning and accountability initiatives that are adopted by the center. The strategic plan is maintained on the center's website to enhance staff communication and to increase collaboration among staff in the design and development of products and services.

The process for designing most new ESC-R19 programs and services is documented in the following center-wide procedures: *ADM-P002 - Procedure for Designing New Services and New ~~Providing~~ Professional Development*. The project consultant/planner is responsible for review, verification, and validation appropriate to each stage of design and development. All new programs and services are subject to the approval of the Executive Director.

7.3.2   Design and Development Inputs

The Product/Services Realization Model (Section 7.1) guides design and development planning inputs. These include:

- function and performance requirements with specific emphasis placed on determining the customer and marketplace needs at this stage,
- applicable state and federal statutory and regulatory requirements,
- applicable information derived from similar programs, and
- other requirements essential for design and development.

The inputs are reviewed for adequacy. Requirements are complete, unambiguous, and not in conflict with each other. Records of inputs are maintained as appropriate.

7.3.3   Design and Development Outputs

The outputs of design and development shall be in a form suitable for verification against the design and development input, which are approved prior to release. These design and development outputs shall:

- meet the input requirements for design and development,
- provide appropriate information for purchasing, production and service provision
- contain or reference product acceptance criteria, and
- specify the characteristics of the program that are essential for its proper use.

Design outputs for professional development and training include, but are not limited to, training certificates and/or license qualifications, statutorily required training credit, required professional development training credit, and relevant indicators of the completion of direct services to school districts and personnel. Design outputs for technical assistance may include successful implementation of strategies, activities, and technical assistance plans.

7.3.4 Design and Development Review

At specific intervals, ESC-R19 performs systematic reviews of design and development in accordance with planned arrangements to evaluate the ability of the design and development process to fulfill requirements, to identify any problems and to propose necessary actions.

Participants in the review process include staff responsible for implementing the design and development stage(s) being reviewed. Reviews are conducted through the ESC-R19 planning process (Section 7.1) including center-wide planning and program-level planning. Records of the results and necessary actions are maintained.

The review process includes state and regional customer satisfaction surveys and records of advisory committee meetings. Annually, the Superintendents' Regional Advisory Council (RAC) receives reports and other relevant data from superintendent members. These reports are heard by the Regional Board of Directors, Executive Director, administrative staff, and superintendents. The ESC-R19 annual public performance hearing records are maintained in the Office of the Executive Director.

7.3.5 Design and Development Verification

At ESC-R19, verification of products and services is ongoing in accordance with appropriate procedures to ensure that the design and development outputs have satisfied design and development input requirements. Verification assures that the product/service meets the specific requirements identified in the planning and delivery of the service.

The following criteria are used to verify the design process:

- identifying responsibility and authority for verification,
- determining the methods of verification,
- resolving any issues found during verification,
- confirming that the tasks defined by the center have been accomplished, and
- confirming that all applicable customer and regulatory requirements have been addressed.

Records of the results of the verification and resulting actions are maintained in department/program meeting minutes.

7.3.6 Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure

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that resulting programs and services are capable of fulfilling the requirements for the specified intended use or application. When practical, validation is completed prior to the delivery or implementation of products and services. Validation to determine if programs and/or services are meeting customer requirements occurs through internal formative assessment facilitated by the Department of Planning, Research and Evaluation and by individual program managers. When appropriate, pilot assessments are conducted to validate new services and products.

Customer satisfaction surveys, advisory group meetings, training evaluations, program evaluations, annual evaluations, and needs assessments provide validation that programs are meeting customer needs and ESC-R19 objectives.

Validation procedures are reviewed by the QMS Leadership Team and various advisory committees. Records of the results of validations and any necessary actions are maintained by program managers and the Department of Planning, Research and Evaluation.

7.3.7   Control of Design and Development Changes

Design and development changes are identified and records are maintained. Department/program areas involved with changes are included in the planning and change process. The changes are reviewed, verified, validated and approved, as appropriate, before implementation. This process includes:

- establishing procedures and work instructions describing the process,
- identifying appropriate forms, records, or data systems,
- defining levels of authority and responsibility for changes, and
- evaluating the effect of the changes on the products and services being used.

Managing administrators provide oversight of changes to the design and development process. Throughout the day-to-day delivery of programs, minor changes are made as determined by program specialists. Through established procedures that include obtaining prescribed approval, ESC-R19 specialists are given flexibility in making changes in design and development within their areas of expertise and within the framework of the ESC-R19 planning process. When a significant modification or change is necessary, the changes are reviewed and approved by the department and/or division administrator.

Records of the results of the review of changes and any necessary actions are maintained.

7.4 Purchasing

7.4.1   Purchasing Process

ESC-R19 has procedures and forms, as indicated on the *All-Center Master Document List (QMS-F001)*, to ensure that purchased products conform to specified requirements.

ESC-R19 evaluates and selects vendors based on their ability to supply products or services in accordance with the center's requirements and written regulations. An approved vendor list is maintained online. Criteria for selection, evaluation and re-evaluation of vendors are established per purchasing specifications and procedures based on needs of users, center quality objectives, and the vendor qualifications procedure. Purchasing procedures are included in the *ESC-R19 Business Procedures Manual.*

7.4.2 Purchasing Information

ESC-R19 ensures the adequacy of specified purchase requirements prior to their communication to the supplier. Purchasing documents describe the product to be purchased, including, where appropriate:

- Requirements for approval of products, procedures, processes and equipment and authorization signatures
- Requirements for qualification of personnel
- Applicable QMS requirements

Purchases are made only from suppliers that have been properly approved. Purchase orders are reviewed by the appropriate department administration and the Associate Executive Director for Support Services or designee to ensure that all pertinent specifications and information relative to the item to be purchased are listed.

Purchasing information is posted on the ESC-R19 website and includes ESC-19 bids and proposal information, community and vendor information, all internal forms and procedures, and bid award summaries.

ESC-R19 also facilitates the purchase of goods and services through the ESC-R19 Purchasing Cooperative, the TCPN Multi-State Purchasing Cooperative sponsored by ESC-R4, the BuyBoard Purchasing Cooperative sponsored by the Texas Association of School Boards, the Purchasing Cooperative sponsored by the Texas Building and Procurement Commission, the DIR Technology Goods and Services sponsored by the Department of Information Resources, and TIBH sponsored by the Texas Industries for the Blind and Handicapped.

The ESC-R19 Purchasing Department procurement of goods and services is in compliance with local, state and federal regulations.

7.4.3 Verification of Purchased Product or Service

ESC-R19 has established and implemented the activities necessary for ensuring that purchased products or services meet purchase requirements in accordance with ESC-R19 stipulations.
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7.5 Product and Service Provision

7.5.1 Control of Production and Service Provisions

ESC-R19 has implemented controls necessary to supply the product or deliver the service. Controlled conditions include, as applicable:

- Availability of information that describes product characteristics
- Availability of work instructions as necessary
- Use of suitable equipment
- Availability, use and implementation of monitoring and assessment tools
- Implementation of product/service release, delivery and post-delivery activities

Managing administrators oversee the delivery of products and services.

7.5.2 Validation of Processes for Production and Service Provisions

ESC-R19 validates any processes for product and service provision (Section 7.1) where the resulting output cannot be verified by subsequent monitoring and measurement and, as a consequence, deficiencies become apparent only after the product is in use or the service has been delivered. ESC-R19 establishes arrangements for these products/services including the following, as applicable:

- Defined criteria for review and approval of the products or services
- Approval of equipment and qualification of personnel
- Use of specific methods and procedures
- Requirements for quality records
- Revalidation

ESC-R19's strategic planning process helps ensure that processes used in the development of programs and services meet customer requirements by alignment with customer needs, customer assessment, and specific center goals. Qualification of personnel involved in designing and conducting professional development events and providing technical assistance is established (Section 6.2.2). Directors review workshop descriptions and content prior to the publication of workshop catalogues.

Procedures for validating processes for product and service provision are contained in the *Procedure for Designing New Services and Professional Development (ADM-P002).* Records are maintained by the departments providing the professional development or the technical assistance.

7.5.3 Identification and Traceability

Traceability is required when there is a need to track a nonconformity back to its source to determine the location of the affected product or services and to determine corrective action. Identification and traceability are achieved through workshop processes that include assigning numbers, tracking attendance and issuing certificates. Records of identification and traceability are maintained.

7.5.4 Customer Property

Customer properties may include, but are not limited to, the following: facilities, materials, intellectual property, software, data, and equipment that may be incorporated into a program, event or service.

Each department identifies the specific customer property handled within its department and employs suitable methods of safeguarding to prevent loss, damage and/or compromise of its integrity. If damage or loss of customer property occurs, a nonconformity report is submitted according to documented procedures. The corrective action will specify how the damage or loss will be reported to the customer and will serve as a record of the event. Records are maintained.

ESC-R19 adheres to state and federal guidelines in accordance with the *ESC-R19 Policy Manual* (SS-HR-M002). When providing services on customer premises, ESC-R19 staff will adhere to clients' guidelines and policies.

7.5.5   Preservation of Product

As a service organization, preservation of product is based on the hiring of qualified personnel and contracted consultants. The position description delineates the required experience and training prior to providing services to the customer. Where specific training is required for delivery of a service, a record of training is maintained.

Materials used in workshops and other presentations are stored safety by the consultant/managing administrator so that damage, deterioration or contamination may be prevented. When products are transported, consideration is given to appropriate packaging, handling, and marking for preservation. The consultant/managing administrator and the shipping/receiving specialist determine the appropriate handling.

Appropriate handling, packaging and transportation of information and data applies to the preservation of confidential information and other intellectual property. ESC-R19 procedures for copyright protection can be found in the online *ESC-R19 Policy Manual (SS-HR-M002).*

Program administrators are responsible for designating the individuals for the development and delivery of programs and services, training and products. These individuals, where appropriate, consult with other ESC-R19 staff to ensure product integrity and that resources are maximized in the provision of these services and products.

7.6   Control of Monitoring and Measuring Equipment

The ESC-R19 Special Education Assistive Technology department in collaboration with the Speech and Hearing component of the Teacher Quality and Student Success Department provides a lending resource center which lends audiometers to customer organizations from time-to-time. When used, the devices are:

- calibrated or verified or both at special intervals against measurement standards,
- software is verified for accuracy,
- traceable to international or national measurement standards,
- adjusted or readjusted as necessary,
- have identification in order to determine its calibration,
- safeguarded from adjustments that would invalidate the measurement result, and
- protected from damage and deterioration during handling, maintenance and storage.

Appropriate action is taken if equipment is found not to conform to requirement.

Calibration records are maintained and kept with the measuring instrument.

Definitions

See Section 3

Responsibilities

Associate Executive Director of Support Services
Director of Special Education
Shipping and Receiving Specialist
Purchasing Agent
ISO Management Representative

Reference Documents

ISO 9001:2008, Clause 7
Annual ESC Evaluation
Professional Staff Development/Training Evaluations
ESC-R19 Policy Manual (SS-HR-M002)
Procedure for Designing New Services and New Professional Development (ADM-P002)
ESC Business Office Procedures Manual (SS-BO-M001)
ESC-R19 online listing of products and services

END OF SECTION 7

8.0   Measurement, Analysis and Improvement

Purpose

The purpose of this section is to describe how ESC-R19 measures, analyzes, and improves the services and processes to assure continuous Quality Management System conformity.

8.1   General

ESC R-19 plans and implements the monitoring, measurement, analysis and improvement processes needed to:

- demonstrate conformity to services and products requirements,
- ensure conformity of the QMS with customer requirements and processes, and
- continually improve the effectiveness of the QMS.

ESC-R19 is accountable to its main clientele, the local education agencies in El Paso and Hudspeth counties. Input is obtained at meetings of various advisory committees and contact groups including the Regional Advisory Committee of Superintendents (RAC). An annual customer satisfaction survey is used to collect information concerning customer perceptions of ESC-R19 performance in providing programs and services.

At the state level, ESC-R19 is accountable for indicators relating to student achievement in region schools as well as involvement in a variety of state initiatives. ESC-R19's performance effectiveness is measured by thirteen Balanced Scorecard Key Performance Indicators (KPIs) instituted by the Texas Education Agency for the Texas ESC-system.

The ESC-R19 Planning, Research and Evaluation Department provides support to departments in their measurement and assessment of center products and services. This includes determination of applicable methods including statistical techniques and the extent of their use. Also, internal review of programs and services by component and internal quality audits are used to ensure conformity with the QMS.

A wide range of performance indicators is used to evaluate the quality and the success of programs and services offered by ESC-R19. The following assessment procedures and practices are followed:

- Each goal and strategic action (see 5.4.1.1) is assessed to determine its achievement level by the Department of Planning, Research and Evaluation
- An annual evaluation of center services based on assessment data and continuous improvement is completed with a report submitted to the Commissioner of Education
- ESC-system Balanced Scorecard Key Performance Indicators (KPIs) are reviewed as part of the center's continuous improvement process

- Workshop evaluations and other workshop data
- Feedback from program specific advisory committees, superintendents' advisory committee, and other committees
- Student performance on statewide assessments and national standards including TAKS (Texas Assessment of Knowledge and Skills) and NCLB (No Child Left Behind)
- Educator performance measures including ASEP (Accountability System for Educator Preparation)
- State goals and initiatives
- State and national standards
- Department meeting minutes
- ISO Management Review minutes

Quality objectives are reviewed with the QMS Leadership Team and strategic planning committees and communicated to staff during the quarterly third Friday all-staff meetings for continuous improvement purposes.

8.2   Monitoring and Measurement

8.2.1 Customer Satisfaction

As one of the measurements of the performance of the QMS, ESC-R19 has developed a variety of methods for monitoring, measuring and improving customer satisfaction levels. The following methods are used to collect data regarding customer satisfaction:

- Professional staff development session evaluation forms
- Thirty-day training follow-up assessment
- Focus groups
- Individual department/program area customer satisfaction surveys
- Center customer satisfaction surveys
- Web-based customer satisfaction responses

Processes are in place to ensure information obtained regarding customer satisfaction is analyzed and considered in ESC-R19 planning processes.

8.2.2 Internal Audit

ESC-R19 establishes, implements and maintains documented procedures for administering a system of internal audits at planned intervals for the purpose of verifying the effectiveness of the Quality Management System. *Procedure for Conducting Internal Audits (QMS-P007)* guides the internal auditing process for ESC-R19. The ISO Management Representative is responsible for administering the ESC-R19 internal audit system according to the documented procedure. ESC-R19 implements the following procedures in conducting internal audits:

- Trains center administrators and other appropriate staff to perform internal ISO 9001:2008 audits
- Develops an annual internal audit schedule
- Assists audit committees in defining audit criteria, scope and methods
- Selects auditors and conducts audits that ensure audit objectivity and impartiality including assurance that auditors review only programs for which they have no direct responsibility

- Plans the audit activity by considering the status and importance of the processes and areas to be audited as well as the results of previous audits
- Conducts audits and follow-up activities in accordance with administrative procedures
- Oversees the approved audit procedure, *Procedure for Conducting Internal Audits (QMS-P007)*
- Uses standardized forms for reporting non-conformities and observations
- Records audit results and submits them to the IMR who communicates those results to the persons responsible for the activities that were audited
- Ensures that management of the area being audited takes corrective actions are taken without undue delay to eliminate detected nonconformities and their causes
- Conducts follow-up activities and audits to verify the implementation and effectiveness of the corrective action
- Reviews the results of all quality audits and places the results on a Management Review Meeting agenda
- Maintains records of all internal audits

8.2.3   Monitoring and Measurement of Processes

ESC-R19 applies suitable methods for monitoring and, where applicable, measuring QMS processes. These methods demonstrate the ability of the processes to achieve quality products and services. Analyses of both quantitative and qualitative data obtained from measurement processes provide staff with data to determine the ability of the processes to achieve planned results. When planned results are not achieved, corrective action is taken as appropriate.

The following three accountability tools assist ESC-R19 in monitoring processes:

- Click & Learn – This online registration system maintains records of professional development offerings, registrant transcripts including transcripts of internal staff training, enrollments, and other factors helpful in monitoring professional development provided to ESC-R19 customers.
- Time & Effort – Provides a daily review of an employee's time, task, and delivery of services.
- Contact Log – Provides daily information on consultation time spent with customers including type of service and who has received the service.

Quality goals and action strategies are reviewed periodically by the Management Review Team. *QMS-P008 – Procedure for Assessing Customer Satisfaction Procedures* is in place to assist in determining customer satisfaction with the quality of the center's services and products. Customers are provided opportunities through workshop evaluations, program evaluations, and customer advisory groups to provide meaningful information on program quality and conformity to standards.

8.2.4   Monitoring and Measurement of Products

ESC-R19 monitors and measures services and products to verify that requirements have been met. This is carried out at appropriate stages of the product realization process in accordance with quality procedures.   Evidence of conformity with the acceptance criteria shall be maintained.

Annually, the Regional Advisory Committee (RAC) reviews ESC-R19 programs and services and provides recommendations for review by ESC-R19 management. The recommendations are shared by the Regional Board of Directors, Executive Director, administrative staff and superintendents in the ESC-R19 region. A copy of the evaluation, customer comments and minutes of the RAC are

maintained in the Office of the Executive Director (Section 4.2.4).

Records indicate the person(s) authorizing release of the service/product for delivery to the customer. Product release and delivery of service to the customer shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the customer.

8.3 Control of Nonconforming Product

ESC-R19 ensures that products that do not conform to quality standards and requirements are identified and controlled to prevent unintended use and delivery. ESC-R19 establishes, implements and maintains documented procedures to ensure that nonconforming services or products are prevented from inadvertent use without review and disposition. The controls, related responsibilities and authorities for dealing with nonconformities are defined in *Procedure for Control of Nonconforming Products/Services (QMS-P004)*. Every effort is made to control and correct nonconformities prior to release. Nonconformities can occur from design to delivery.

Where applicable, ESC-R19 manages nonconformities by one or more of the following ways:

- taking action to eliminate the detected nonconformity,
- authorizing its use, release or acceptance under concession by a relevant authority, and where applicable by the customer, and
- taking action to preclude its original intended use or application
- taking action appropriate to the effects, or potential effects, of the nonconformity when nonconforming product/service is detected after delivery or use has started.

The identification, documentation, and action taken to correct a nonconformity is essential to the QMS. The correction of a nonconformity is the responsibility of staff and management who are directly involved and possess the knowledge and skill to determine required actions. Problems that cannot be corrected at this level are referred to executive management. When nonconformities are corrected or modified, they are subject to re-verification to demonstrate conformity to the requirements. When nonconformities are detected after delivery or use has started, a corrective action will be taken.

The Management Review Team examines all non-conformances and maintains records of the nature of the nonconformities and subsequent actions taken as indicated in *Procedure for Control of Nonconforming Products/Services (QMS-P004)*.

8.4 Analysis of Data

ESC-R19 determines, collects, and analyzes appropriate data to demonstrate the suitability and effectiveness of the QMS, and to evaluate where continual improvement can be made. The Department of Planning, Research and Evaluation oversees the collection and analysis of data assessing the effectiveness of ESC-R19 products and services. The center conducts quarterly reviews of data analyses with all staff at regularly scheduled internal staff meetings.

The analysis of ESC-R19 data provides information relating to:

- customer satisfaction,
- conformance to customer expectations and product requirements,

- characteristics and trends or processes, and product/services including opportunities for preventive action, and
- suppliers/vendors.

Data provided through evaluation and feedback processes are reviewed at least annually by the Management Review Team and more frequently at the department/program level. This includes data generated as a result of monitoring and measuring various activities within the center. The results of the data analyses are reported to the SPC and to managing administrators where appropriate.

8.5   Improvement

8.5.1   Continuous Improvement

ESC-R19 will continually improve the efficiency and effectiveness of the QMS through the use of the quality policy, strategic actionss, audit results, analysis of data, advisory committee input, corrective and preventive actions, and ongoing management review. Continuous improvement efforts are viewed as proactive approaches to the QMS and are not related solely to the identified nonconformances.

8.5.2   Corrective Action

ESC-R19 establishes, implements and maintains documented procedures to initiate corrective actions for conditions adverse to quality. Corrective action to eliminate the causes of nonconformities in order to prevent recurrence is taken. Corrective actions cover the following areas within the ESC-R19 QMS:

- Detected nonconformities related to products and services, processes and the QMS
- Customer complaints about product or service
- Customer satisfaction survey feedback
- Supplier irregularities
- Process control deviations
- Actions related to internal and external audit reports
- Outputs from management reviews

Procedures for taking corrective action are defined in *Procedure for Making Corrective Actions (QMS-F006)* include:

- reviewing nonconformities (including audit and customer complaints),
- investigating and determining the cause of nonconformities,
- evaluating the need for action to ensure that nonconformities do not recur,
- determining and implementing action needed,
- maintaining records documenting the results of action taken, and
- reviewing the effectiveness of corrective actions taken.

The staff and management involved in the department/program area experiencing the nonconformity are responsible for instituting corrective actions. Documentation shall include a review of the nonconformities, determination of causes, evaluation of action needed, action taken, records of the results, and follow-up review of action taken. Records are maintained of the nonconformity, cause, and action taken. In the event a nonconformity occurs during service delivery, action to address the nonconformity will be taken by the staff member responsible.

8.5.3   Preventive Action

ESC-R19 determines actions to eliminate the causes of potential nonconformities in order to prevent their occurrence. Primary methods for identification of possible preventive actions include:

- internal audit observations,
- management reviews,
- nonconformity records,
- customer satisfaction survey results,
- customer complaints,
- regulatory authorities,
- observations and reports by personnel, and
- vendor/supplier problems.

The *Procedure for Initiating Preventive Actions (QMS-P006)* has been established to define preventive action procedures as follows:

- Determining potential nonconformities and their causes
- Looking for patterns and/or trends in process correction
- Evaluating the need for action to prevent occurrence of nonconformities
- Determining and implementing action needed
- Maintaining records of the results of action taken
- Reviewing the effectiveness of preventive actions taken in the past

Preventive actions are addressed through the Department Heads and are also reviewed by the Management Review Team to sustain and improve the effectiveness of the QMS. In addition, workshops for staff are delivered to address areas of need and to prevent nonconformities.

Definitions

See Section 3

Responsibilities

ISO Management Representative
QMS Leadership Team
Managing Administrators
Management Review Team

Reference Documents

ISO 9001:2008 Standard, Clause B
Procedure for Control of Nonconforming Products/Services (QMS-P004)
Procedure for Initiating Preventive Actions (QMS-P005)
Procedure for Making Corrective Actions (QMS-P006)
Procedure for Conducting Internal Audits (QMS-P007)
Customer Surveys
Management Review Team Minutes
Student Performance Council/Department Head (Minutes)

END OF SECTION 8

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Quality Manual History Revision Table (QMS-F020.0)

Date	Revision	Description of Revision
04/03/07	1	Minor wording and typographical error and numbering changes; added purchasing to scope (1.2); added three definitions to 3.0 – Click & Learn, Time and Effort, and Contact Log; clarified language in 7.6 to include special education assistive technology calibration of audiometers; added internal accountability tools to 8.2.3
06/20/07	2	1.2 – added Mathematics and Science Partnership, deleted exceed customer expectations and address emerging customer needs from explanation of scope; 4.2.3 – Added reference to *QMS-P001 – Procedure to Control Documents*, added department master lists to explanation of change locations; 4.2.4 – added the following three items to QMS records list – records of design and development changes, records regarding customer property, and traceability records; 5.2g – eliminated comparing achieved results against objectives; 6.2.1 – changed procedures to processes; 7.21 – changed procedures to processes; 7.1 – added change control to design planning; 7.2.1 – removed statement that products provided to the customer meet the following expectations: conform to standards and stated outcomes, current and relevant, comply with statutory and regulatory requirements, and assist in meeting performance expectations for students; 7.2.3 – added reference to *QMS-P008 – Procedure for Assessing Customer Satisfaction*, and *QMS-P009 – Procedure for Handling Customer Complaints* are used to are used to gain customer satisfaction, removed reference to complaints documented in *ESC-R19 Policy Manual*; 7.3.1 – indicated that strategic plan is reviewed and revised as needed rather than on a yearly basis, changed developing to designing; 7.3.2 – added that records of inputs are maintained; 7.3.5 – changed procedures to criteria; 7.4.1 – removed the statement that procedures are reviewed, documented and implemented and indicate that the procedures are present as indicated on the *Master Document List*, removed reference to material and services and retained product conformity to specified requirements; 7.4.2 – corrected typographic error of the word procedure to the word purchased; indicated purchasing information rather than procedures are posted on the web; removed reference to specific posted purchasing procedures; 7.4.3 – removed entire verification section and replaced with the statement that ESC- R19 ensures that its purchasing process enables inspection or other methods of ascertaining whether purchased products or services meet the requirements of the purchase order or request for proposals; 7.5.3 removed the statement regarding implementing identification and traceability procedures and indicated that workshops are traceable while eliminating reference to purchase orders, fixed asset tagging, and vendor numbering; 7.5.4 – added that customer property records are maintained; 7.6 – added that software is verified for accuracy and changed the word, device, to instrument; 8.1 – removed reference that performance indicators are used to establish quality objectives and indicated that they are reviewed ; 8.2.3 – *include QMS-P008 – Procedure for Assessing Customer Satisfaction*; 8.3 – added the statement that nonconformities can occur from design to delivery; 8.5.2 – removed statement regarding making recommendations for improvement or prevention of a recurrence of a corrective action. added *QMS-P007 – Procedure for Conducting Internal Audits* to the reference list; replaced Appendix A – Interactions of the Education – Region 19 QMS procedure interactions with departmental and process interactions
07/17/07	3	Addition of clarifying statements to 5.4, 5.4.1, and 5.4.1.1, emphasizing that the strategic planning process is continuous and ongoing
02/19/09	4	1.1 and 1.2 – added statutory per revised 2001:2008 scope statement, updated 1.2 (Scope) to remove Academic Services and School Services and replace the two departments with Teacher Quality and Student Success and added Homeless Education and Alternative Education due to departmental reorganization, changed all references to ISO Standards 9001:2000 to 9001:2008; 1.3 updated student enrollment figures and number of LEAs served; updated 3.0 including removal of the Time and Effort definition and revised Student Performance Council definition; 4.1 – replaced determine with identify per 9001:2008 and added, "where applicable" to statement regarding measurement of the QMS; 4.2, 4.3, and 4.24 – added ISO 9001:2008 terminology regarding the inclusion of necessary records and external origin, removed statement regarding legibility, retrievable, and identifiable; 4.2.1 – removed reference to department mission statements; 5.3 – added quality newsletters as a vehicle for communicating quality policy; included Department Directors Meetings in the quality policy review process; 5.4.1 – removed references to quality objectives and replaced with quality goals and action strategies wherever mentioned throughout the manual; 5.5.1 – removed references to specific

02/19/09	4	administrative job titles for SPC management review; 5.5.3 – added internal audit results and eliminated core team meetings as areas of management communication; 6.2.1 and 6.23.2 – added 2001:8000 language regarding conformity to product requirements; added applicable training provisions to 6.2.2; 6.3 – added information systems to listing of support services; 7.1 – Updated Product/Service Realization Model to remove objectives from the strategic planning (replaced by action strategies) and incorporate ED-P001 and ED-P002 with the updated ADM-P001 and ADM-P002 nomenclature; added measurement as one of the required activities to be determined during the planning of product realization; 7.2.1 – replaced "related" with "applicable" requirements, replaced " determined" with "considered necessary" for clarification purposes; 7.2.2 – added the role of the Department of Planning, Research and Evaluation to the review of evaluation protocols, needs assessments, etc, in place of SPC review; 7.2.3 – removed reference to a general customer survey posting, added language regarding the use of individual department/program customer surveys; 7.3.1 – Replaced reference to ED-P001 and ED-P002 with newly revised ADM-P001 and ADM-P002; 7.3.3 – eliminated "provided" and replaced "enabled" with "suitable"; 7.51 – added product/service to clarify implementation activities; 7.5.2 – language clarifying that any process that can't be verified may result in deficiencies known only after use; 7.6 – updated calibration requirements to align with 9001:2008; 8.1 – Changed the number of Balanced Scorecard KPIs from 28 to 13, alignment with 9001:2008 emphasis on product requirements rather than product; ; 8.2.2 – Removed the statement - Ensures that each department and/or program within the scope of ISO 9001:2000 certification is audited at least once every year or more frequently as appropriate, added language to indicate that corrections would be taken without undue delay; 8.3 – added fourth category to list of actions to be taken to correct nonconforming product
05/19/10	5	Updated IS0 9000:2001 to ISO 9000:8001 throughout the manual 1.3 - updated student enrollment and number of LEAs; 1.4 - clarified posting of Quality Manual; 3.0 – added definition of Quality Management System Leadership Team and included throughout the manual Quality Management System Leadership Team as a replacement to SPC/Directors; 5.4.1 – added stipulation that Professional Learning Plans were to be tied to center goals; 5.4.2 – added "staff knowledge and skills" to the QMS planning process; 7.1 – removed Account System for Educator Prep from design inputs; 7.3.1 – removed reference to ADM-P001 and added new title to ADM-P002; made several minor editing corrections

Interactions of the Education Service Center – Region 19
Quality Management Process System

	TIMS	TQSS	AE	MHE	SPED	PURC
Events Management	X	X	X	X	X	X
Customer Related Processes	X	X	X	X	X	
Customer Satisfaction	X	X	X	X	X	
Design and Development	X	X	X	X	X	
Planning	X	X	X	X	X	
Management Processes	X	X	X	X	X	X
Production and Service		X	X	X	X	
Internal Audit	X	X	X	X	X	X
Quality Records	X	X	X	X	X	X
Continuous Improvement	X	X	X	X	X	X
Resources and Facilities	X	X	X	X	X	X
Training	X	X	X	X	X	X
Calibration					X	
Analysis of Data	X	X	X	X	X	
Internal Audit	X	X	X	X	X	X
Control of Nonconforming Product	X	X	X	X	X	X
X = Primary interaction exists between department and/or process						