Continuous Improvement Quality Manual

cmcss

The Defining Difference

INTRODUCTION

A. PURPOSE

The Clarksville-Montgomery County School System (CMCSS) is a unified K-12 district providing quality education that supports students, parents and citizens of Clarksville and Montgomery County Tennessee. The system is comprised of 39 schools (K-5 Magnet School, 23 elementary, 7 middle, 7 high, and one Middle College) with an average daily attendance of approximately 32,500 students. The district's mission statement is "To Educate and Empower Our Students to Reach Their Potential".

Central Office of CMCSS obtained ISO 9001:2008 Certification to improve the services provided to the schools by central operations through a system of continuous improvement that enhances the district's ability to consistently meet customer requirements and continuously make improvements. This manual describes the Continuous Improvement System (CIS), which meets the requirements of ISO 9001:2008. The goal is to maximize efficiency and effectiveness with the utilization of resources in support of the district's schools.

B. SCOPE

This Manual specifies the requirements by which the Central Office of Clarksville-Montgomery County School System:

> a) demonstrates its ability to consistently provide service that meets stakeholder and applicable regulatory requirements, and

> b) aims to enhance stakeholder satisfaction through the effective application of the CIS, including processes for continual improvement of the district and the assurance of conformity to stakeholder and applicable regulatory requirements.

The scope of the Central Office of CMCSS Continuous Improvement System is limited to processes at the district's Central Office and the Operations Complex in the areas of Business Affairs, Communications, Human Resources, Instruction, Operations and Technology.

C. QUALITY POLICY

The Quality Policy for the Central Office of CMCSS is to provide Business Affairs, Communications, Human Resources, Instruction, Technology, and Operations support for our schools in achieving the district's mission which is:
> "To Educate and Empower Our Students to Reach Their Potential."

D. REQUIRED PROCEDURES

All required procedures are accessible on the District website at www.cmcss.net.

1. Internal Quality Audits Procedure for Assurance Engagements CIS-P001
2. Quality Records CIS-P002
3. Control of Nonconforming product/service CIS-P004
4. Management Review CIS-P006
5. Document Control CIS-P008
6. Continuous Improvement Action Procedure CIS-P012

E. MANAGEMENT RESPONSIBILITY

This section establishes the responsibilities for the Clarksville-Montgomery County School System Senior Leadership Team. This team is composed of the Director of Schools, Chief Academic Officer, Director of High School Education, Director of Middle School Education, Directors of Elementary Education, Director of Curriculum and Instruction, Chief Human Resources Officer, Chief Operations Officer, Chief Financial Officer, Chief Technology Officer, Chief Communications Officer, and the Management Representative. Senior Leadership focuses on the implementation of the strategic plan, through frequent communications between and among team members. On a formal basis, they meet weekly for approximately one to three hours (as needed) to explore areas of improvement at CMCSS as identified through established procedures.

Management Commitment

The Senior Leadership Team provides evidence of its commitment to the development and implementation of the Continuous Improvement System and continually improving its effectiveness by:

a) communicating to the staff the importance of meeting stakeholder, as well as, state and federal requirements,

b) establishing the quality policy,

c) ensuring that quality objectives are established and reviewed for continuing stability and adequacy and when necessary, the need for change,

d) conducting management reviews, and

e) ensuring the availability of resources.

Stakeholder Focus

The Senior Leadership Team ensures that stakeholder requirements are determined and fulfilled to enhance stakeholder satisfaction as outlined in the Stakeholder Feedback Procedure (CIS-P009). To successfully understand and satisfy both the present and prospective needs of its stakeholders and of student expectations, Central Office of CMCSS identifies these needs and expectations and then translates them into requirements. Once related requirements are determined, Central Office of CMCSS communicates them throughout the district and focuses on related process improvements. To ensure value for all stakeholders, Central Office of CMCSS determines stakeholder needs and student expectations through on-going dialogue with the community through a variety of venues to include board meetings, public engagement meetings, focus groups and community surveys.

Quality Policy

The Quality Policy for the Central Office of CMCSS is to provide Business Affairs, Communications, Human Resources, Instruction, Technology, and Operations support for our schools in achieving the district's mission which is:
"To Educate and Empower Our Students to Reach Their Potential."

The Senior Leadership Team uses the quality policy as a means of leading CMCSS toward improvement of its performance.

Senior Leadership ensures that the quality policy:

a) is appropriate to the mission of the district,

b) includes a commitment to comply with requirements and continually improve the effectiveness of the CIS,

c) provides a framework for establishing and reviewing district goals and objectives,

d) is communicated and understood within the district, and

e) is reviewed for continual improvement.

Responsibility and Authority

- The Senior Leadership Team:
    1. ensures that responsibilities and authorities are defined and communicated within the district.
    2. defines and communicates the responsibility and authority to implement and maintain the CIS.
- Responsibilities are defined in job descriptions maintained by the Human Resource Department.
- Develops organizational charts which define the management of Central Office of Clarksville-Montgomery County School System (available on the district website).
- Key Performance Indicators (KPIs) are appropriately identified to measure the effectiveness and efficiency of services provided.
- Appoints the Continuous Improvement Committee (CIC), which conducts management reviews for monitoring of the CIS at the district level.

Management Representative

The Director has appointed the Professional Development Coordinator as the Management Representative who, irrespective of other responsibilities, has responsibility and authority that includes:

a) ensuring that processes needed for the CIS are established, implemented and maintained,

b) reporting to the Senior Leadership Team on the performance of the CIS and any need for improvement, and

c) ensuring the promotion of awareness of stakeholder requirements throughout the district.

This appointment is to enhance effective and efficient operation and continual improvement of the CIS.

Internal Communication

- The Senior Leadership Team:

    1. ensures that appropriate communication processes are established within the district and that communication takes place regarding the effectiveness of the CIS. Central Office of CMCSS accomplishes this by meetings, newsletters, posted quality policy, district website and other methods.

    2. actively encourages feedback and communication from employees as a means of involving them in the district's continuous improvement efforts.

Management Review

Members of the Senior Leadership Team and CIC review the district's CIS at least quarterly to ensure its continuing suitability, adequacy and effectiveness. This review includes assessing opportunities for improvement and the need for changes to the Continuous Improvement System, including the quality policy and key performance indicators.

Records from management reviews are maintained per Quality Records Procedure CIS-P002.

Management Review Inputs

Inputs to the management review include but are not limited to information on:

a) results of audits showing process performance and level of conformity,
b) stakeholder feedback and related factors,
c) process performance to requirements,
d) nonconformities and corrective actions,
e) status of actions from previous management reviews,
f) changes that could affect the CIS,
g) recommendations for improvement, and
h) results from benchmarking.

Management Review Outputs

The outputs from the management review include but are not limited to all decisions and actions related to:

a) improvement of the effectiveness and efficiency of the CIS and its processes,
b) improvement of processes related to stakeholder requirements, and
c) resource needs.

F. INTERACTIONS – See below

QMS Departmental Interactions

CMCSS
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STAKEHOLDER/SUPPLIER

Senior Leadership Team (SLT)

Continuous Improvement System (CIS)

Curriculum
Instruction
Assessment
Professional Development

Human Resources (HR)

Fiscal Services
Purchasing

Business Affairs (BUS)

Staffing
Benefits
Safety
Employee Relations

Child Nutrition

Communications (COMM)

Records

Instruction (INS)

Technology (TCH)

Maintenance
Zoning
Transportation

Public Relations
Communications
Printing Services

Student Information System

Zoning

Operations (OPS)

Maintenance
Transportation
Construction

Student Support Services
Professional Development

Construction
Transportation
Zoning

Programming
Network/Infrastructure
Repair

Document Control, Internal Quality Audits, CI Committee/CI Teams, Stakeholder Feedback

Strategic Leadership for daily operations & continuous improvement

STAKEHOLDER/SUPPLIER