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INTRODUCTION OF QUALITY STANDARDS FOR SCHOOLS

Abstract: Introduction of quality standards presents setting of confirmed conditions needed for quality management system. These standards are applied by organizations and companies around the world, independently of kind of activities conducted in their business.

Providing of school quality presents one of priorities of strategy for business and survival in variable environment. Schools are aware of the importance of quality and they have to implement quality standards as a start point for further improvement of quality development.

The European Union considers the improvement of quality for all institutions very important. According to that, the quality is very important for educational institutions (schools), which represent the main driving force for the social improvement. Schools as educational institutions need to work on high standards. Therefore, it is important to introduce quality standards in schools, in which the high quality of educational processes (schools) would be the result of business. Quality, efficiency, demands of users present the new dimension of school needed for market of knowledge in order to keep the school in leading position.

Keywords: quality standards, implementation, quality of schools

1. INTRODUCTION

Providing quality for schools presents one of key tasks on which schools should be focused on. Schools aware of providing quality immediately should implement such quality as a start point for further quality improvement.

Following subjects should be interested in involvement of quality standards for schools:

- state;
- employees;
- social community (closer and wider);
- services users (students and parents);
- partners [1-3].

International Organization of Standardization (ISO) is the largest international organization for standardization with headquarters in Geneva.

ISO 9000 presents series of international regulations in area of quality management and it is consisted of:

- ISO 9000:2005 – it includes basics and glossary which are used for all standards in series ISO 9000;
- ISO 9001 - ISO 9001:2008 – it includes demands needed during introduction of quality management system;

- ISO 9004:2000 – it includes instructions for implementation of ISO 9001.

Quality Management System (QMS) presents set of mutually connected elements which influence on quality and politics establishment and objectives of organization quality. In other words, it presents the set of rules, processes and actions needed for planning and execution which are important for ability of organization to satisfy its customers [4]. Services users are students in this case.

2. QUALITY AND SCHOOL STANDARDS

School or in other words, school management should be focused on introduction and certification of quality management system according to ISO 9001 standards. By introduction of quality system, schools prove that they can satisfy user needs and provide standardized package of their services [5]. Table 1. presents services users and services provided at school.

Table 1. Provided services at school

User	Provides	Service
Students	Teachers, professors, administration, School board	System management; Curriculum creating; advising; education politics
Students, teachers	Administration	Material and equipment
Parents	School system	Knowledge; Wisdom; Know-how, Character of their children
Market	School system	Knowledge; Wisdom; Know-how, Character of their children

The introduction of quality management system according to ISO 9001:2008 standards provide following for schools:

- Better access to the market;
- Greater effectiveness;
- Greater efficiency.

Since schools are in variable market, most of organizations in their environment has developed ISO 9001 quality system. Business cooperation with institutions with same quality system is aligned and more applicable.

Action in line with quality management standard ISO 9001 according to following rules processes and actions provide greater effectiveness.

Costs of school business are lower which is objective of every school. Implementation of ISO 9001 standard creates higher compliance of teaching process. In this way, small or slight

mistakes which create costs or losses are obtained, which provides greater efficiency.

3. THE WAY OF INTRODUCTION OF ISO STANDARDS IN SCHOOLS

In order to start process of introduction of quality management in educational system, team which will be responsible for process recording and introduction of ISO standard should be formed.

The team of this kind should perform following activities:

- Recording and purification of processes;
- Education and training of employees;
- Documenting of quality system;

- Implementation of documentation and monitoring of its application;
- Education and training for methods and tools of quality and certain software;
- Conducting of internal audit;
- Certification of quality management system according to ISO 9001:2008 standards.

First of all, team responsible for quality and introduction of ISO standards needs to record existing situation at school. It should study and define all important processes needed for normal work of the school. School activities are also recorded and analyzed. Recording itself presents the exact presentation without repairs. In other words, it present true and objective picture of processes and activities at the school (which are really are). During recording of processes and activities, team gets help and instructions by different teachers, School board members, pedagogue, psychologist etc. According to recorded processes and activities, the guide with appropriate processes and activities is developed. Mistakes and unwanted processes and activities are rejected according to recorded actual processes and activities. Created guide is delivered to the School board and school principal in order to be accepted and become important strategic document for providing of school quality [6-7].

Education and training are related to all employees, including teachers and those who are not. Education and training of employees are conducted by the principle “Just In Time”. Employees should be familiar with demands of ISO 9001:2008 standard. They are trained and educated to learn how to approach and create documentation needed for quality management system. Finally, they need to become familiar with internal audit by quality management system and use of methods and tools needed for achieving of proposed quality.

According to developed guide about

processes and activities, all needed documentation for quality management is created. This guide includes processes and activities which should be provided. In other words, it includes the mission of the school quality. Guide for processes and activities present the most important document for quality and starting document for creation of all other documents (working instructions, forms...). Working instructions are used for detailed description of duties of employees, in order to make them perform these duties in the most appropriate manner.

The next phase is implementation. Feedback information should be collected from users (students, parents). Also, they are related to documentation about users and its eventual corrections needed for better compliance to users [3].

Education and training for methods and tools of quality and appropriate software present next phase for employees. Employees who pass the training get professional education and appropriate certifications as confirmation that they have passed the program. Education and training are related to concrete examples from the schools and implementation of tools which can be used during the introduction of quality system management. The most used tools are following:

- Pareto diagram;
- Corrective and preventive measures
- Statistic control of processes;
- Ishikawa method.

The team responsible for internal audit of quality (the mandatory demand by standards) reviews if introduced quality management system in the school is aligned with demands of ISO 9001:2008 standard. Audit is not a control of school employees but the definition of the condition of quality system in the school. If there are some certain deviances, the team prepares corrective measures in order to remove certain misalignments. Also, it is possible to use developed software

programs which are helpful for definition of corrective and preventive measures.

The final phase is the certification of the quality management system according to demands of ISO 9001:2008 standard which is conducted after successful previous phases. In other words, it presents the successful introduction of the quality management system [4].

4. PRINCIPLES OF QUALITY MANAGEMENT

There are 12 basic principles of quality management which need to be respected regarding introduction of ISO standards in schools. Those principles are following:

- Process approach;
- Focus on user;
- Systematic approach to management;
- Leadership;
- Decision making according facts;
- Mutually useful relationships with providers;

- Including of employees;
- Constant behaviour;
- Creating values for students;
- Focus on social values;
- Mobility;
- Autonomy.

Process approach should turn attention of schools to important processes and creation of values for students during introduction of quality system. Such processes should be defined as most important.

Focus on user means including of all important elements which impact on quality of educational cycle. Important elements (presented on Figure 2.) which have impact on quality of education cycle are:

- Accepting of innovations;
- Collective power;
- Implementation of new technologies;
- Skills;
- Culture of educational institution.

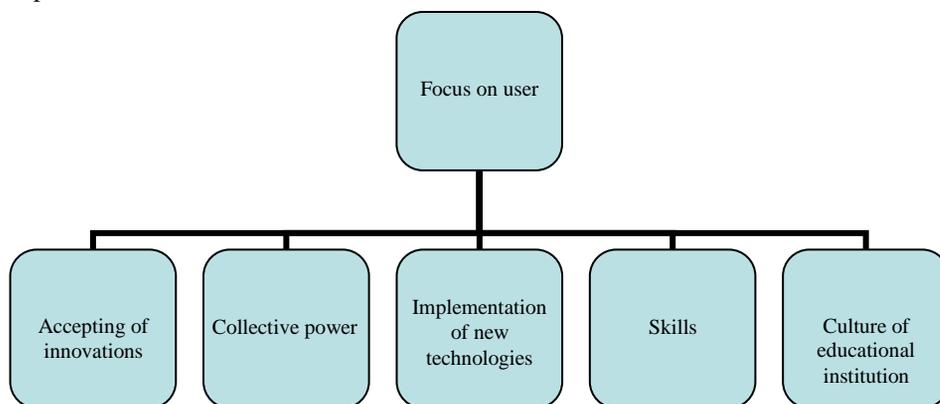


Figure 1. Elements which have the impact on quality

If these elements are constantly used and kept functional, the competitive advantage can be obtained. The main objective of obtaining of competitive advantage is to “learn faster than competition” and to be a leader on a market of quality education services.

Systematic approach to management is responsible for each operative process to satisfy objectives from administrative point of view.

Leadership is used to create a vision in the school (what should be achieved using quality), plans and politics for

achieving appropriate quality systems by the school. Schools need to react immediately on changes in the environment and to apply them in their quality politics in order to survive in the competitive market.

Decision making according facts offers the possibility of decision making according clearly defined facts. Knowledge, experience, information and practice should be combined with logic and analysis in order to make best possible decisions for quality of the school.

Mutually useful relationships with providers present mutual connection between school and teachers and students and parents. It is important to maintain this connection and to receive feedback information in order to realize if the right way for learning, creativity and skills is

chosen.

Including of employees has to use all employees so their skills, practice, knowledge and capabilities can be presented in the best way.

Constant improvement of process learning of the school (school employees) and improvement of learning processes for students provides creation of real values for the school. According to this, the school obtains sustainable growth in its environment due to constant increasing of value of learning. Constant improvement presents Kaizen principle which should be applied. This principle explains constant progress and improvement.

Creating value for students presents principle which encourages satisfaction because of the given value for students.

Focus on social value explains that society and community should recognize the importance of the school in order to create added value for students. This value contributes to sustainable growth.

Mobility is one of processes important for sustainable growth. As the mobility of the school is greater, the greater is the possibility for school to accept chances from the environment and turn them into its new successes in education.

Autonomy shows that analysis and self-analysis are needed in certain time intervals. According to conducted analyses and defined condition, the way of action can be provided.

5. CONCLUSION

If the education system in Serbia is observed, it can be said that that a small number of schools have already started or has a certified quality management system according to ISO standards. Most schools have so far failed to recognize importance and benefit of the introduction of quality standards. By introduction ISO quality standards, schools move into right direction to obtain strategic results. These results are following:

- Satisfaction of students and parents;
- Satisfaction of employees;
- Motivation of employees;
- Survival of the school at the market;
- Providing of competitive position;
- Higher efficiency and effectiveness.

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