

COLUMBIA COLLEGE

QUALITY MANAGEMENT SYSTEM MANUAL

NOTE:

Must; Shall; Will:

Should:

May or Could; Can:

Clarification of Terms

These words or phrases indicate actions or activities that are *essential* or *mandatory*.

This word implies that it is highly desirable to perform certain actions or activities, but not *essential* or *mandatory*.

These words imply freedom or liberty to follow an alternative to the action or activity being presented in a document.

1. SCOPE

1.1 General

This organization provides high quality programs, products and services that support the accelerated acquisition of knowledge and skills by learners. The organization designs, develops, delivers and supports pre-career and professional programs and services as per the current Columbia College Calendar.

Link to Columbia College Employee Handbook, Section1: Background (Page 2)

1.2 Application-Exclusions

The Scope of the Quality Management System, henceforth referred to as 'QMS', includes all functions and processes of Columbia College. There are no exclusions.

2. NORMATIVE REFERENCE:

ISO 9001:2008. Also, any guidelines, legislation or standards that are established by government, professional associations and the University of Wales.

3. TERMS AND DEFINITIONS:

Link to Columbia College Terms and Definitions as per ISO 9001:2008

4. QUALITY MANAGEMENT SYSTEM

4.1 General Requirements

In the interest of providing exceptional service and education, the organization has established a QMS to direct and guide the organization's procedures and operations. Maintained in accordance with the ISO 9001:2008 Standard, this is a dynamic system that continually seeks to improve the quality of the organization's processes, product and service.

This Quality Manual describes the documentation and application of the processes needed to effectively implement the organization's management system. Methods for ensuring the quality and control of these processes are described and referenced throughout this manual. Included are provisions for the necessary supporting resources; procedures by which to gauge, monitor, and analyze the system's processes; and directives for the actions required to achieve and surpass the organization's objectives.

Link to Columbia College Employee Handbook, Section1: Background (Page 2)

4.2 Documentation Requirements

4.2.1 General

The organization's Quality Policy provides the framework for its philosophy of excelling in customer satisfaction, quality service and dedication to continually improve the quality system. The Quality Policy forms a foundation for the goals that motivate and direct the organization in its quest for excellence.

This manual is the first tier of documentation to which all stakeholders of the organization should refer in order to understand the organization's position on quality topics. This quality manual provides direction for all of the organization's quality programs.

The organization maintains control of its documentation; including records that the organization determines are necessary in support of the QMS. The QMS also includes procedures as required by the standard and other procedures as deemed necessary for the organization.

Internal Audit Procedures verify the implementation of policies and procedures.

Within each department, quality records are maintained in accordance with the ISO 9001:2008 Standard. Section 4.2.4 of this manual, together with the *Records Management Procedure*, contain the guidelines for the control and maintenance of these records.

4.2.2 Quality Manual

The purpose of this manual is to provide an outline of the organization's QMS. Documented procedures within the quality system have been established and are referenced where applicable throughout this manual.

Link to: Columbia College, Interaction of Major Operational Processes Flowchart.

4.2.3 Control of Documents

The QMS team administers the control of documents that are within the QMS. Documentation can be in any form or type of medium. Refer to the *Document Control Policy and Procedures* for additional information.

All controlled documents are reviewed for accuracy and are signed to show approval before issue. The organization's *Document Control Policy and Procedures* provides for the issue, distribution, handling, recall, revision, and change of documents to prevent the use of invalid and/or obsolete documents. Issued documents are maintained in legible and readily identifiable form. Relevant versions of applicable documents are available at points of use.

The Master List of all official corporate documents is used to verify the most current revision of any document in use where an activity is being performed.

Controlled documents are revised and reissued by the Document Control Centre in accordance with the organization's established policies.

Documents of external origin that the organization determines are necessary for the planning and operation of quality management are identified and have their distribution controlled in accordance with the *Document Control Policy and Procedures*.

4.2.4 Control of Records

Records are gathered and stored to ensure ease of retrieval and verification in accordance with the organization's *Record Management Procedure*. A quality record can exist in more than one state (i.e., hard copy or electronic media). The records are catalogued and filed in a way that provides for ease of recall.

Records are generated and maintained to substantiate control of quality-related activities. These records serve as evidence of conformity to requirements and of the effective operation of the QMS.

Quality records are stored in a form that protects them from deterioration and loss. Clear and legible reference is made on the quality records as to which process and/or product it refers. Records are retained per established record retention schedules that define identification, storage, protection, retrieval, retention time, disposition, and special access requirements (if necessary).

Records are reviewed by department staff, the ISO Coordinator and the Audit Team to evaluate the effectiveness of the QMS and to determine future improvements.

5. MANAGEMENT RESPONSIBILITY

5.1 Management Commitment

Top management is committed to develop, implement, make available necessary resources, communicate the importance of meeting requirements and continually seek to improve the QMS. This is evidenced through the establishment of the quality policy, goals, regular management review meetings, and through scheduled internal and external audits.

5.2 Customer Focus

The organization is dedicated to ensuring that customers are fully satisfied with our services and that every customer requirement is determined and met. Procedures have been established to efficiently provide solutions and feedback to customer concerns and complaints.

Link to Columbia College Employee Handbook, Section 1:

- Columbia's Customers (Pages 4 and 5)
- Pillars of Success (Page 12 and 13)
- Code of Conduct (Page 14)
- Conflicts of Interest (Page 15)
- Insider Trading (Page 16)
- Business Relationships (Page 16)
- Compliance (Page 17)
- Columbia College Non-Conformance Procedure.
- Program Design and Development

- Customer Satisfaction Process

5.3 Quality Policy

The organization has an appropriate Quality Policy for meeting requirements and improving the QMS. It is a framework for our goals. It is communicated and understood throughout the organization and reviewed for suitability.

Link to Columbia College Employee Handbook, Section 1: Columbia's Philosophy (Page 4)

Link to Columbia College Employee Handbook, Section 1: Columbia's Mandate, Vision, Mission (Page 3)

5.4 Planning

5.4.1 Quality Goals (Quality Objectives)

Top management is responsible for insuring that quality goals are consistent with requirements and are established within relevant departments and levels in the organization. The quality goals are measurable and consistent with the quality policy.

Link to:

- Columbia College Employee Handbook, Section 1: Philosophy (Page 4)
- Columbia College Business Plan
- Columbia College Business Plan Timeline
- Columbia College Marketing Plan
- Corporate Short Term Goals
- Key Performance Indicators
- Yearly Planners - Departments/Programs

5.4.2 Quality Management System Planning

Top management ensures that planning for the QMS will meet requirements including the quality goals. The integrity of the QMS is maintained when changes are planned and implemented.

5.5 Responsibility, Authority, and Communication

5.5.1 Responsibility and Authority

Top management is responsible for maintaining the quality of the organization's services and products. Top management is responsible for defining and communicating responsibilities and authorities throughout the organization.

Link to Columbia College Organizational Chart and Job Descriptions.

Implementing the quality procedures of the organization is the responsibility of all staff, as applicable. All positions have documented job descriptions that define responsibility and relationships within the organization. All staff have the authority to perform their jobs as defined by their job descriptions.

Link to: Columbia College Organizational Chart (include QMS Team: ISO Coordinator, Document Control Centre and Audit Team)

5.5.2 Management Representative

Top management has appointed a member of the organization's management who, regardless of other responsibilities, must take the responsibility and authority to:

- a) Ensure that processes needed for the QMS are established, implemented and maintained;
- b) Report to top management on the performance of the QMS and any need for improvement;
- c) Ensure the promotion of awareness of customer requirements throughout the organization;

5.5.3 Internal Communication

Top management is responsible to ensure that there are internal communication processes and that there is communication concerning the QMS.

5.6 Management Review

5.6.1 General

Top Management reviews the QMS to ensure its continued suitability and effectiveness in supporting the requirements of the organization's quality policy, customer requirements and the ISO 9001:2008 Standards. This management review policy guides the process and provides a forum for the discussion of necessary changes and improvements to the QMS. Records of management reviews are maintained.

5.6.2. Review Input

To achieve an accurate and comprehensive analysis of the organization's QMS a broad variety of information is reviewed. This information includes, but is not limited to, process performance, service conformance, audit results, customer concerns and complaints, follow-up to previous management reviews, recommended changes to the system and corrective and preventive actions.

- Link to: Columbia College Annual Report Customer Satisfaction Survey Results

5.6.3. Review Output

At the conclusion of each management review, top management defines the decisions and actions related to improvements in the QMS including the processes, service improvements related to customer requirements and the required resources.

- Link to: Corporate Short Term Goals updates
- Link to: Customer Satisfaction Survey Approved Changes

6. RESOURCE MANAGEMENT

6.1. *Provision of Resources*

The organization determines and provides the resources to implement and maintain the QMS, improve the effectiveness of the system, meet customer requirements and enhance customer satisfaction.

6.2. *Human Resources*

6.2.1. General

An individual's competency is based on education, skills, experience, and available training weighed against the requirements of the job, as described in the job description.

6.2.2. Competence, Awareness, and Training

Department Chairs are responsible for all human resource requirements. Staff requirements are defined at the individual position level within job descriptions.

The organization determines the competency of personnel performing work through the use of annual Employee Performance reviews and periodic Customer Satisfaction Surveys. Where applicable, the organization provides training or takes other actions to achieve the necessary competence. The effectiveness of actions taken is evaluated.

Training needs are identified through discussion between the employee and his or her manager. It is Department Chairs' responsibility to ensure that staff are aware of the relevance and importance of their job duties and their relationship to the achievement of goals.

Relevant training or educational experience is maintained as corporate records in individual personnel files.

6.3 *Infrastructure*

The organization determines, provides and maintains the infrastructure for conformity to requirements. Provisions include workspace, tools (hardware and software), and support services, such as communication and information systems. Some processes may require record keeping and approvals.

6.4. *Work Environment*

A suitable working environment is maintained. Note: the term "work environment" relates to those conditions under which the work is performed, including physical, environmental and other constraints, such as noise, temperature, humidity, lighting or weather conditions.

7. EDUCATION MANAGEMENT

7.1 Planning of Education Management

The organization has a process for developing new and updating ongoing programs. The planning is consistent with other requirements of the QMS and is documented in the organization's academic calendar.

The following are determined:

- a) Goals and other requirements for education;
- b) The need for processes, documentation and resources specific to education;
- c) Verification, validation, monitoring, measurement and test activities and criteria for acceptability;
- d) Records to provide confidence of conformity of the processes and to meet requirements.

The output of planning is reflected in the organization's academic calendar.

7.2 Customer Related Processes

7.2.1 Determination of Customer Requirements includes:

- a) Requirements specified by groups such as employers, funders/sponsors;
- b) regulators and students including delivery and post-delivery;
- c) Not specified by the customer but necessary for intended or specified use;
- d) Obligations related to education including regulatory and legal requirements;
- e) Additional requirements determined by the organization.

7.2.2 Review of Education Requirements:

Requirements are specified at two levels, through contracts with funding/sponsoring bodies (e.g. Community Support Services Department, English as a Second Language and Academic Upgrading) and students inquiring about specific programs. A review is conducted prior to commitment to deliver education and ensures that:

- a) Education requirements are defined;
- b) Resolve differences between the contract or student application and those previously expressed;
- c) The organization has the ability to meet the defined requirements.

Results of the review and follow up actions are recorded.

Requirements are confirmed if the customer has not provided them in a documented form.

When requirements change, relevant documentation is amended and staff are informed.

7.2.3 Customer communication:

The organization determines and implements arrangements for communication relating to program information, enquiries/contracts/student applications /amendments and customer feedback including complaints.

7.3 Design and Development

7.3.1 Design and development planning:

The organization plans and controls the design and development of programs to determine:

- a) Stages of design and development such as: research, curriculum, course design;
- b) Evaluation and revision based on feedback, determine marketing plan, assign coordinator and facilitators, license the program with the government and advertise the program;
- c) Review, verification and validation appropriate to each stage;
- d) Responsibilities and authorities for design and development

Interfaces between groups involved in design and development are managed to ensure effective communications and clarity of responsibilities.

Planning output is updated as design and development progresses.

Note: the design and development review, verification and validation of design and development have different purposes. However, they can be conducted and recorded separately or in any combination that is appropriate for the service and for the organization.

7.3.2 Design and development inputs:

Employers, specialists, advisory boards, industry groups, licensing bodies and book publishers help to determine and document inputs relating to program requirements including:

- a) Functional and performance requirements;
- b) Applicable regulatory or legal requirements;
- c) Applicable information from previous similar programs;
- d) Other requirements essential for design and development;
- e) Inputs are reviewed for adequacy. Incomplete, ambiguous or conflicting requirements are resolved.

7.3.3 Design and development outputs:

Outputs are documented to enable verification against inputs, approved by the President prior to release and shall:

- a) Meet input requirements;
- b) Provide appropriate information for purchasing, course design and support services;
- c) Contain or reference program acceptance criteria;
- d) Define the characteristics of the program that are essential to its safe and effective application.

Note: The information for production and service provision may include details for the preservation of the product.

7.3.4 Design and development review:

At suitable stages systematic reviews are conducted in accordance with the organization's plans to:

- a) Evaluate the ability to fulfill requirements;
- b) Identify problems and propose follow-up actions.

Participants in the review include representatives of programs concerned with the design and development stage being reviewed. The results of the review and follow-up actions are recorded and maintained.

7.3.5 Design and development verification:

Verification is performed both within the organization and by licensing bodies to ensure the outputs meet the inputs. The results are recorded and maintained including the licensing document.

7.3.6 Design and development validation:

Validation is performed in a limited form and where feasible prior to licensing to confirm that the resulting program is capable of meeting the requirements for the intended use. Where practical, validation is done prior to delivery or implementation of the program. The results are recorded and maintained.

7.3.7 Control of design and development changes:

Changes to programs are identified and records are maintained. This includes evaluation of the effect of the changes on the various stages and delivered programs. The changes are reviewed, verified and validated, as appropriate, and approved before implementation. The results are recorded and maintained.

7.4 Purchasing

7.4.1 Purchasing process:

Purchasing processes are controlled to ensure purchased product and services conform to purchase requirements. The type and extent of control is dependent on the effect on subsequent education management processes and their output.

Suppliers are evaluated and selected based on their ability to supply product and services in accordance with the organization's requirements. Criteria for selection and (re-)evaluation are established. Records of the results of evaluations and subsequent follow-up actions are maintained.

7.4.2 Purchasing information:

Purchasing documents contain information describing the product or service to be purchased, including where appropriate:

- a) Requirements for approval of product, services, procedures, processes and equipment;
- b) Requirements for the qualification of personnel;

- c) QMS requirements.

The organization ensures the adequacy of specified requirements on these documents prior to communicating the requirements to suppliers.

7.4.3 Verification of purchased products and services:

The organization establishes and implements inspection and other activities necessary for this verification.

7.5 Education Provision

7.5.1 Control of education provision:

Delivery of educational services are controlled through:

- a) Availability of information that specifies the characteristics of the program;
- b) The availability of job descriptions and, where necessary, detailed work instructions;
- c) The use of suitable equipment;
- d) The availability and use of measuring and monitoring assessment tools;
- e) The implementation of monitoring and measurement activities;
- f) The implementation of release, delivery and post-delivery activities.

7.5.2 Validation of processes:

The success of students following employment is validated through customer satisfaction surveys with graduates and their employers.

7.5.3 Identification and traceability:

The organization identifies students through name and student number throughout the education process. The status of students is maintained through measuring and monitoring activities throughout the education process.

The unique identification of students is recorded and controlled to ensure traceability is maintained.

7.5.4 Customer property:

The organization takes reasonable measures to protect and safeguard students and others while on its premises and this may include personal data and possessions such as automobiles, clothing, materials and equipment. However, the organization does not bear responsibility for the people or their possessions. Any incidents are reported through the Columbia College Incident Description form. The organization adheres to licensing provisions for intellectual property.

7.5.5 Preservation of service:

In order to maintain conformity to requirements, as applicable the organization provides the physical, emotional and psychological environment that is suitable for the conduct of education processes

7.6 Control of Measuring and Monitoring Assessment Tools

The organization utilizes a variety of assessment tools to evaluate the learning progress of students and to obtain customer feedback, for example, exams, tests and customer satisfaction surveys. The organization determines the monitoring and measurements to be made and the assessment tools required to assure conformity of programs to requirements. Where applicable, the assessment tools are:

- a) Verified periodically or prior to use;
- b) Modified as necessary;
- c) Safeguarded against improper use, modification or loss.

The validity of previous results is assessed and recorded if they are subsequently found to be invalid. Corrective action is taken. Records of results and verification are maintained.

8. MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1 General

The organization plans and implements monitoring, measurement, analysis and improvement activities needed to support the accelerated acquisition of knowledge and skills by students, satisfy the QMS and achieve improvement. A variety of methods are applied.

8.2 Monitoring and Measurement

8.2.1 Customer satisfaction:

Customer perceptions are monitored through Customer Satisfaction Surveys to assess if the organization is meeting course, program and graduation requirements.

8.2.2 Internal audit:

The Organization conducts periodic internal audits to determine if the QMS:

- a) Conforms to the planned arrangements, requirements of this Standard and the QMS;
- b) Has been effectively implemented and maintained.

The audit program is planned taking into consideration the status and importance of the processes and areas to be audited and results of previous audits. The audit criteria, scope, frequency and method are defined. Audits are conducted by personnel, other than those performing the activity being audited.

A documented procedure includes responsibilities and requirements for planning, conducting audits, recording results and reporting to management.

Management responsible for the area being audited shall ensure that corrections are made and take necessary corrective action without undue delay to eliminate detected nonconformities and their causes.

Follow-up actions include the verification of the implementation of corrective action and reporting of verification results.

8.2.3 Monitoring and measurement of processes:

The organization monitors and measures planning, program design, staffing, marketing, service delivery and support processes to achieve planned results. These activities will result in corrective action as appropriate.

8.2.4 Monitoring and measurement of learning:

The organization measures and monitors the acquisition of knowledge and skills by learners against planned requirements. Facilitators conduct ongoing assessments through the learning process and supported through Customer Satisfaction Surveys. Records of learner academic achievement against evaluation criteria are maintained.

8.3 Control of Non-conformances

The academic progress of learners, when not meeting the evaluation criteria, is identified and recorded. Through the monitoring and measuring process the facilitator attempts to assist learners in achieving the academic requirements. Learners have choices such as repeating or withdrawing from a course. Controls, responsibilities and authorities are defined in a documented procedure. Non-conformances indirectly related to the learning process are identified, documented and addressed through the Columbia College Non-Conformance Procedure.

8.4 Analysis of data

To maintain excellence and identify opportunities for improvement, the organization continually monitors and objectively evaluates each aspect of the QMS through factual analysis of information. This data is analyzed to provide information on:

- a) Customer satisfaction;
- b) Conformance to learning requirements;
- c) Characteristics of processes, learning and their trends, including opportunities for preventive action;
- d) Suppliers.

8.5 Improvement

8.5.1 Continual improvement:

The organization continually improves the effectiveness of the QMS through the use of the quality policy, goals, audit results, analysis of data, corrective and preventive action, Customer Satisfaction Surveys and management review.

8.5.2 Corrective action:

The Organization takes corrective action to eliminate the cause of nonconformance in order to prevent recurrence. The action is appropriate to the impact of the problems encountered. The documented procedure defines requirements for:

- a) Reviewing non-conformances (including customer complaints);

- b) Determining the causes of non-conformances;
- c) Evaluating the need for actions to ensure that non-conformances do not recur;
- d) Determining and implementing the action needed;
- e) Recording results of action taken;
- f) Reviewing the effectiveness of the corrective action taken;

Link to Control of Non-conforming Product, Corrective Action, Preventive Action Procedure

8.5.3 Preventive action:

The organization identifies preventive action to eliminate the causes of potential non-conformances to prevent occurrence. Actions are appropriate to the impact of the potential problems. Documented procedures define requirements for:

- a) Determining potential non-conformances and their causes;
- b) Evaluating the need for action to prevent occurrence of non-conformances;
- c) Determining and implementing action needed;
- d) Recording results of action taken;
- e) Reviewing the effectiveness of the preventive action taken.