Standardising Management Systems for Educational Organizations – implications of ISO 21001 for European Higher Education

Anthony F. Camilleri

Introduction to ISO

We are an independent, non-governmental organization.

We are a global network of national standards bodies with one member per country.

Our job is to make International Standards.

We are not for profit : selling our standards allows us to finance their development in a neutral environment, to maintain them and to make new ones.

ISO provides a platform for developing practical tools through common understanding and cooperation with all stakeholders.

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163* members

21350* International Standards

100 new standards each month

238* technical committees

How does ISO work?

ISO only develops a standard if there is a market need for it.

International standards are created by the people who will use and be impacted by them. We call them **EXPERTS** and they come from industry, government, consumer organizations, academia, non-governmental organizations, and more.
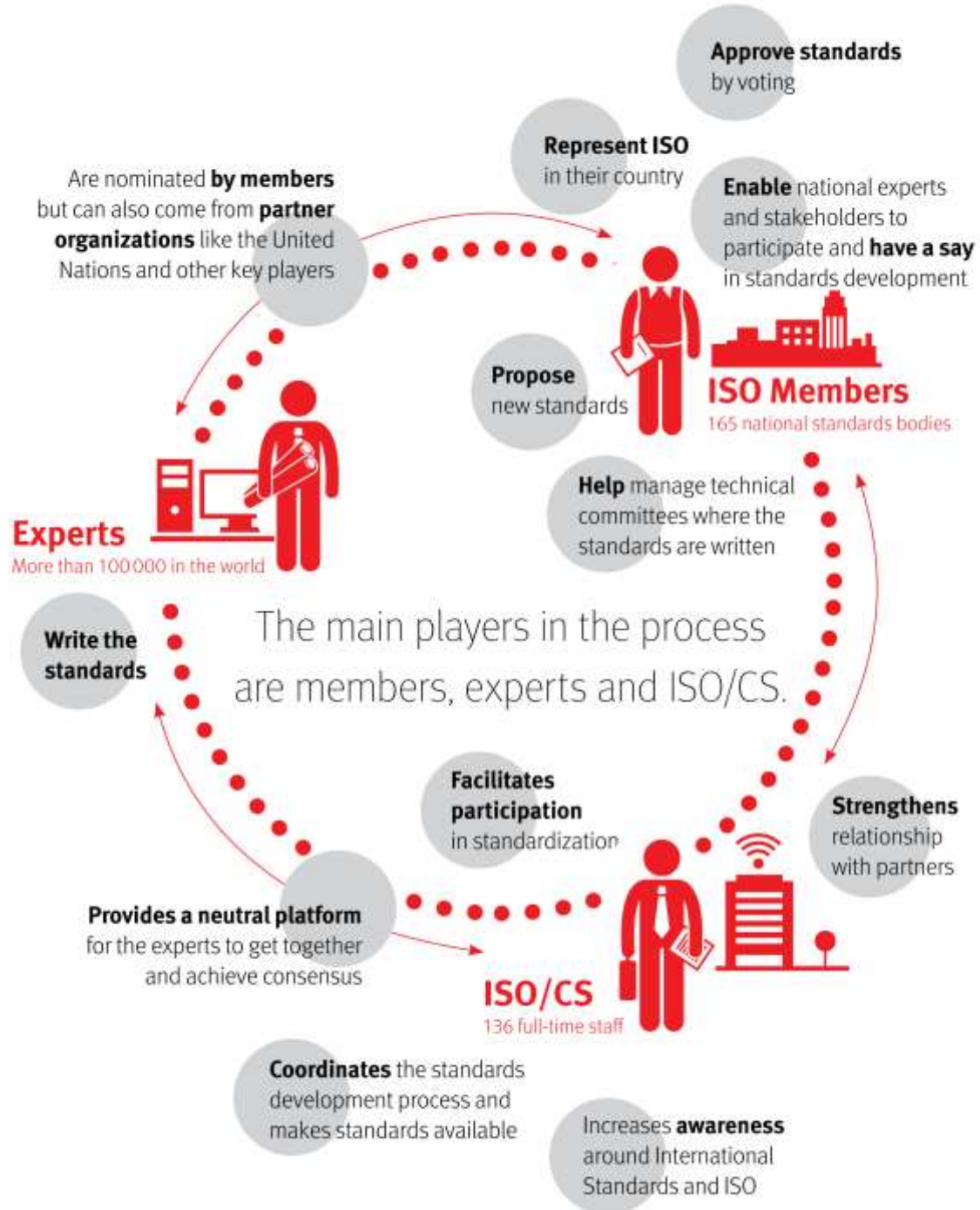
It is the **MEMBERS** role to identify the experts and ensure an active voice for their country.

The ISO Central Secretariat – **ISO/CS** – coordinates the development process and publishes the standards.

a global platform for creating **consensus**

Approve standards
by voting

Represent ISO
in their country

Enable national experts and stakeholders to participate and **have a say** in standards development

Are nominated **by members** but can also come from **partner organizations** like the United Nations and other key players

Propose new standards

ISO Members
165 national standards bodies

Experts
More than 100 000 in the world

Help manage technical committees where the standards are written

The main players in the process are members, experts and ISO/CS.

Write the standards

Facilitates participation in standardization

Strengthens relationship with partners

Provides a neutral platform for the experts to get together and achieve consensus

ISO/CS
136 full-time staff

Coordinates the standards development process and makes standards available

Increases **awareness** around International Standards and ISO

a global platform for creating
consensus

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ISO 21001 is a

MANAGEMENT SYSTEM STANDARD FOR EDUCATIONAL ORGANIZATIONS

ISO 21001

- specifies requirements for a management system for educational organizations when such an organization:
  - needs to demonstrate its ability to support the acquisition and development of competence through teaching, learning or research, and
  - aims to enhance satisfaction of learners, other beneficiaries, and staff through the effective application of its EOMS, including processes for improvement of the system and assurance of conformity to learners' and other beneficiaries' requirements.

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ISO 21001 is

BEING DEVELOPED BY ISO PC288/WG1

140 EXPERTS FROM 34 COUNTRIES

It is currently a final draft international standard – due to be published in early 2018 subject to member approval

Management Systems

What the organization does to manage its processes, or activities in order that its products or services meet the organization's objectives, such as

- satisfying the learners' requirements

- balancing requirements from other stakeholders

- complying to regulations, or

- meeting educational objectives

Management Systems

- Large organizations, or ones with complicated processes, could not function well without management systems.

- In the fields of education, multiple national and regional standards have regulated parts of these management systems

- Educational organizations around the world have been applying ISO 9001 to their quality management.

- ISO 21001 make **a comprehensive set** of these successful practices available for **all educational organizations**

Management System Standards

- All Management Systems use a harmonised High-Level Structure in line with the ISO Directives

- Examples of Management System Standards
    - ISO 9001: Quality Management
    - ISO 14001: Environmental Management

High-Level Structure

1. Scope
2. Normative References
3. Terms and Definitions
4. Context of the Organization
5. Leadership

6. Planning
7. Support
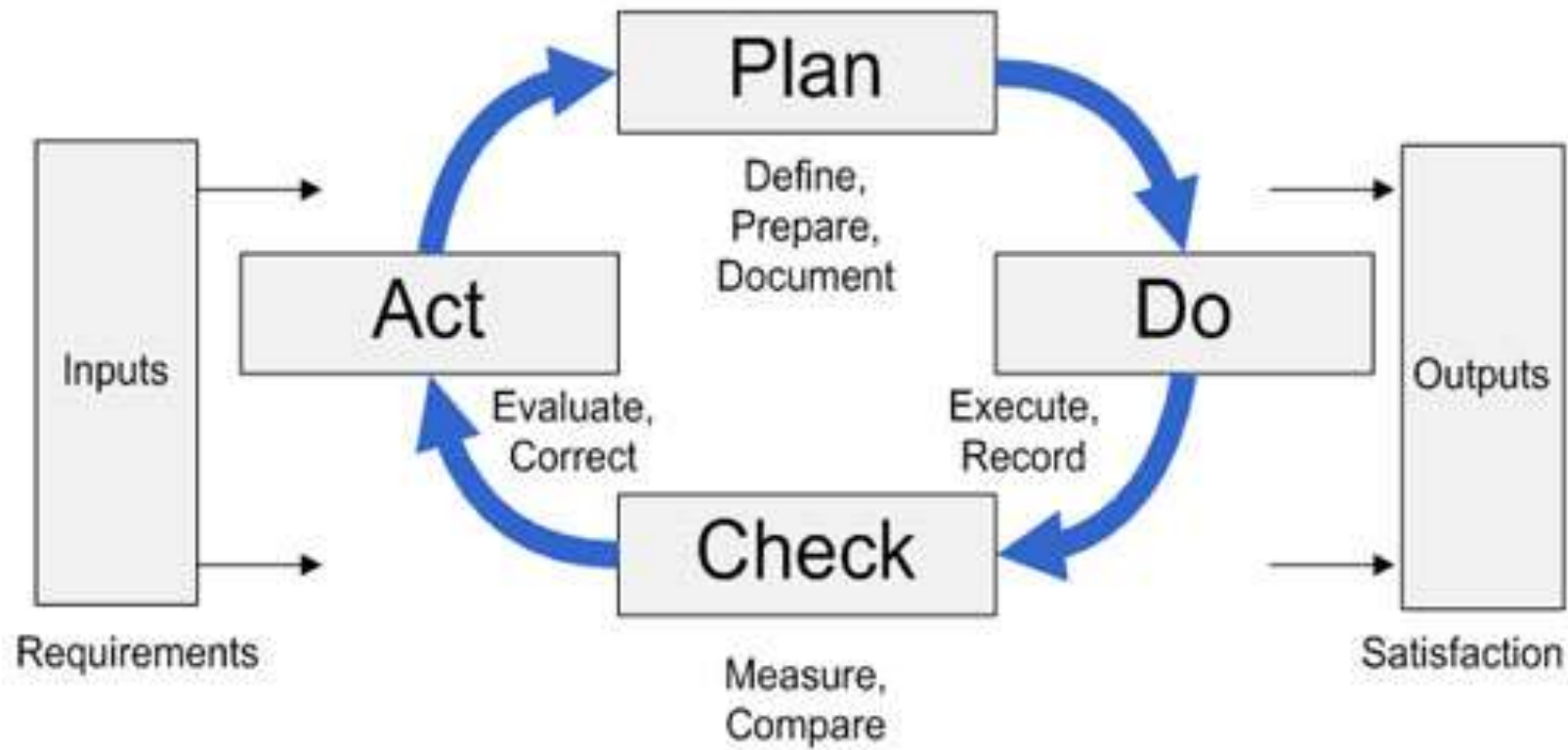8. Operation
9. Performance Evaluation
10. Improvement

Processes

- ISO 21001 concerns how an organization goes about its work.

- Processes affect final products or services.

- ISO 9001 gives the requirements for what the organization must do to meet learners' and other beneficiaries' requirements.

Processes

ISO 21001: Principles

- Focus on the needs of learners and other beneficiaries
- Visionary Leadership
- Engagement of People
- Process Approach
- Improvement
- Evidence-Based Decisions
- Relationship-Management
- Social Responsibility
- Accessibility & Equity
- Ethical Conduct
- Data Security & Protection

For each principle, the standard provides:
- Definition
- Rationale
- Key benefits
- Suggested actions

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Key Difference

focus on:

customer satisfaction

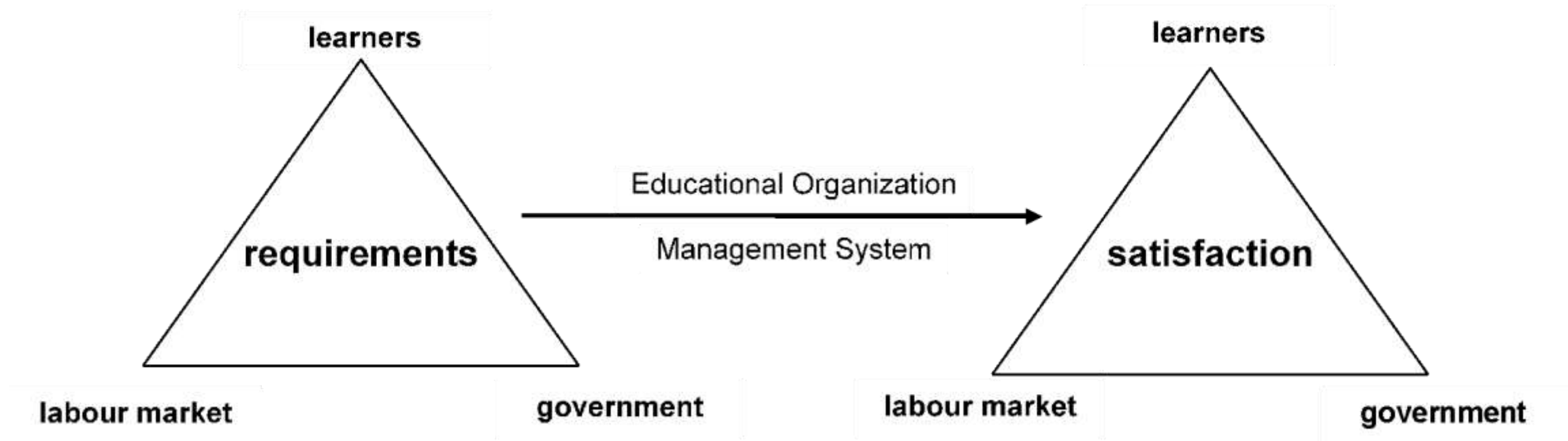**ISO 9001**

satisfaction of learners and other beneficiaries (government, labour market, parents & guardians)

ISO 21001

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Purpose of ISO 21001

ISO 21001 allows an organization to understand and realize the needs and expectations of interested parties.

COMPARING ISO 21001 WITH THE ESG

Policy for Quality Assurance

Policy must:

- Be created, monitored and reviewed by top management

- Involve the setting of objectives which will allow the organization to realise its vision in line with its mission

- Include Commitments to:
  - Continual improvement
  - Social responsibility

- Intellectual property management

- Satisfying legislative & regulatory requirements

- Take into account:
  - Needs and expectations of stakeholders
  - Latest research in pedagogy and content

- Be communicated

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Student Centred Learning

ISO 21001s first principle is a "Focus on Learners and other Beneficiaries".

It states that Educational Organizations should **actively engage learners in their own learning**.

teaching is defined as working with learners to assist and support them with learning

Teaching Staff

ISO 21001 covers all internal and external staff

Organization must:

- analyse its staff needs and show how it uses recruitment to reach them
- determine competence-standards for all staff
- check that staff meet those competence standards (both at recruitment and during employment)
- Provide training for ongoing competence development
- Provide ongoing performance review of all staff

Student Admission, Progression, Recognition & Certification

ISO 21001 provides specific sections with detailed requirements for each of these processes:

- admission of learners

- identification and traceability of learners throughout the organization

- award of certificates for assessed learning

Learning Resources

ISO 21001 considers resources for:

- Learner engagement & satisfaction

- Staff engagement & satisfaction

- Other beneficiary satisfaction

The organization must determine and provide the necessary:
- Human resources
-Facilities
    -Buildings
    -Equipment
-Organizational Knowledge & Learning materials
-Monitoring & Measuring Resources

Information Management

- **ISO 21001 provides significant additional guidance over the ESGs as to:**
  - which policies, processes and procedures to **document** and **maintain**
  - which records to **retain**
- **ISO 21001** has over 50 references to documented information which must be maintained or retained
- It further has a section on how to maintain / retain this information and a further section on **data privacy**
- Additionally, an entire informative annexe gives examples of measures and tools which can be used in collecting and managing information

On-going monitoring and periodic review of programmes

- In ISO 21001, monitoring and periodic review happen at the level of the <u>organization</u> and not merely at the level of programmes

Monitoring in ISO 21001

- Monitoring includes:
  - Monitoring of satisfaction of stakeholders
  - Handling of complaints & appeals
  - Collecting feedback on:
    - effectiveness of programmes
    - organization's over impact on community

- Review includes:
  - Internal Audit (which includes review of programmes)
  - **Annual** Management Review of the organization's management system to address deficiencies

Continual Improvement of Programmes

At every level of the organization, whenever monitoring or reviewing detects a **non-conformity** with any requirement in the management system, the organization must **record** such non-conformity and **record** its proposed action in response to this **(corrective action** or **dealing with consequences).**

Additionally it must make **continual improvements** that are not a result of **non-conformities**.

ISO 21001 Operational Requirements include specific requirements on:

- Programme design & development
  - Learning outcome design & development
- Curriculum design & development
- Assessment design & development

Public Information

- Communications have the purpose of:
  - Obtaining the opinion or consent of stakeholders (consultation)
  - Conveying information (marketing)
  - Coordinating processes within an organization (management)

- Institution must communicate:
  - Institutional policy and strategy
  - Design, content and delivery of
  - Leaners' performance data
  - Learner and other feedback, including satisfaction surveys & complaints

Cyclical External Quality Assurance

- Certification is not a requirement of ISO 21001
- The organization can implement and benefit from an ISO 21001 management system in accordance with the neutrality principle, meaning that it is designed to be used for:
    - First party certification (self-assessment)
    - Second party certification (external assessment by consultants)
    - Third party certification (by an approved accreditation body)

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Conclusions

ISO 21001 brings together

Global best practice on Management Systems

Principles & Values of the ESGs

Why Implement 21001 – European HE

According to ESG:

"The (QA) policy translates into practice through a variety of internal quality assurance processes that allow participation across the institution. How the policy is implemented, monitored and revised is the institution's decision."

ISO 21001 provides a comprehensive standard on how to do so.

Paldies
Thank-you for your attention

Questions?

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