

Example: Governance and quality management criteria from a SETA

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MERSETA: PROVIDER QMS GUIDELINE

The QMS of the provider must consist of the following components:

Policy Manual / Section
Procedure Manual / Section
Support Material Manual / Section

POLICY MANUAL / SECTION

The policy manual of the QMS will define that which a provider wishes to achieve. It will provide direction to staff members regarding strategic objectives and operational plans as well as policy statements on key business processes. In a larger organisation, the policy manual will be a separate manual but in a smaller organisation it may be a section of the entire QMS Manual. Additional guidance can be found in the SAQA document *criteria and guidelines for providers*. The following components should appear in a policy manual:

Vision and Mission Statements: A vision is a motivating statement, stating where the organisation wishes to be at some point in the future usually in about five years time. The mission statement is more current and describes in broad terms the purpose of the organisation.

Quality Policy Statement: A quality policy statement specifies the degree of excellence the organisation wishes to achieve. It will normally serve several purposes. Firstly, it will provide a commitment from senior management regarding the level of quality and service it promises to deliver. Secondly, it will commit the staff to the same level of quality and service. In support of the above, it may include the organisation's quality and business objectives. All of the above should be in the context of training. The senior manager must sign the statement. To ensure effectiveness of the quality policy statement, it should not merely be a paragraph hidden away somewhere in a file in a cupboard. It should be clearly visible to both the public and staff in prominent positions. It should also not be empty words that only pay lip service but should be institutionalised through effective and dynamic policies and procedures.

Company Objectives/Strategic Priorities: In order to achieve the vision the provider has set, long term priorities and shorter-term objectives need to be determined. The objectives must be specific, measurable, achievable, realistic and time based.

Business Plan: A business plan is necessary to guide decision-makers on financial issues and is normally written annually and reviewed every six months. Amongst other things, it will guide the carrying out of plans to achieve the objectives through projected cash flows etc.

Budgets: A budget is often part of a business plan but can be a separate document. It must contain expected income and planned expenditure.

Marketing Strategy / Plans: All training providers should have a marketing plan or strategy, whether it is an internal provider or a public provider.

Company Organogram: A company organogram should be included, which includes the positions and names of staff filling each position.

Defined Responsibilities: It is important that all staff members are fully aware of their responsibilities. These responsibilities must be defined in the quality management system, and signed by the respective personnel. It is also important in terms of specific issues regarding the management of the QMS, for example:

Who is responsible for controlling the QMS and all its associated documentation?

What are the responsibilities of others in the management of the QMS?

Policy Statements on Key Business Processes: Policy statements must be written for all the following Key Business Processes:

- Physical resources
- Human resource processes
- Staff recruitment selection
- Appraisal
- Training and development
- Learning programme development and provisioning
- Learner entry guidance and support
- Financial and administration processes
- Management of assessment processes
- Management of on-job training (learnerships)
- Management review processes
- Management of documentation and records
- Management review processes
- Internal auditing processes

The writing of policy statements for marketing, customer service and any other processes as determined by the provider are optional but recommended