

Unit ID: 695

Domain CIVIL SOCIETY: GENERAL MANAGEMENT

Title: Develop and implement a quality management system in a civil society organisation

Level: 5

Credits: 8

Purpose

This unit standard specifies the competencies required to implement quality management in a civil society organisation. It includes obtaining written commitment to quality management and continuous improvement, focusing the quality management system on the satisfaction of stakeholders and implementing a quality management programme. This unit standard is intended for those working in or wishing to work in civil society.

Special Notes

1. Assessment evidence may be collected from a real workplace, or simulated real workplace or an appropriate simulated realistic environment in which civil society organisational activities occur.
2. Glossary of terms:
 - ‘CSO’ means civil society organisation and includes Non Government Organisations (NGOs), faith based organisations and community based organisations.
 - ‘Staff’ means the paid members of the organisation, i.e. managers and employees.
 - ‘Stakeholder’ is used to include but is not limited to end users, board members, staff and volunteers, associated CSOs and funding agencies and individuals.
 - ‘Quality management’ in this unit standard is used also to include ‘quality assurance’.

Quality Assurance Requirements

This unit standard and others within this subfield may be awarded by institutions which meet the accreditation requirements set by the Namibia Qualifications Authority and the Namibia Training Authority and which comply with the national assessment and moderation requirements. Details of specific accreditation requirements and the national assessment arrangements are available from the Namibia Qualifications Authority and the Namibia Training Authority on www.nta.com.na.

Elements and Performance Criteria

Element 1: Obtain written commitment from management to quality management and continuous improvement throughout the CSO.

Performance Criteria

- 1.1 The need for the Board to state explicitly its commitment to quality management is explained in terms of quality statements and what they need to contain and how they are published.
- 1.2 The need for all staff to be aware of and to be fully committed to quality management is explained in terms of how they are effectively made aware of it and in terms of the necessary evidence of staff commitment.

Element 2: Create a quality policy.

Range

Types of quality management systems include but are not limited to Total Quality Management (TQM), ISO 9000 series, Investors in People and Business Excellence Models.

Performance Criteria

- 2.1 The most appropriate quality management system for the organisation is selected, giving cognisance to the organisation's size, the nature of its activities and its stakeholders' views.
- 2.2 The quality policy is focussed on the satisfaction of stakeholders by surveying their needs to discover what services and levels of service each stakeholder group expects from the organisation.
- 2.3 The quality policy is linked to the mission, vision and values of the organisation.
- 2.4 Quality objectives are set at all levels of the organisation in measurable terms.

Element 3: Develop a quality manual.

Range

The quality manual includes defining the scope of the quality management system, in terms of a description of the organisation and its range of actions and core business.

Performance Criteria

- 3.1 Quality policies are written that explain the purposes of the organisation and act as guidelines for how it operates and which help to translate the objectives into actions.

- 3.2 Quality procedures are written for those activities that can be described in terms of precise instructions.
- 3.3 The quality management processes are identified in terms of the inter-relationships between the organisation's separate activities and its achievement of strategic goals.

Element 4: Oversee the implementation of the quality policy.

Range

Communication methods for awareness and training include but are not limited to briefing sessions, posters, newsletters and training workshops.

Performance Criteria

- 4.1 Staff and volunteers are all made aware of the quality management system by using appropriate communication and training methods.
- 4.2 Quality manuals are issued to each department and all staff, volunteers and other stakeholders are aware of their locations and the media used (hard copy and/or electronic) for their issue and updating.
- 4.3 Audit staff is trained so that they adhere to the quality procedures and to the audit schedule.
- 4.4 Control plans are in place which identifies any non-conformance to the quality management system.
- 4.5 Stakeholders' satisfaction is regularly monitored by using appropriate techniques to measure how well the organisation is meeting the service levels that stakeholders expect.
- 4.6 Results of audits and stakeholder surveys contribute to revision of quality objectives by introducing corrective actions and further quality improvements.

Registration Data

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