

Quality Management System



Directorate of Staff Development
Government of Punjab

BACKGROUND

In recent years the government has launched a number of education reform initiatives with support from donor agencies. Through its development assistance program in Pakistan, the Canadian International Development Agency (CIDA) has provided a grant for setting up the Canada-Pakistan Basic Education Project (CPBEP), a five-year initiative for impacting the quality of teacher education through identified government counterparts at the federal, provincial and district levels. Punjab Directorate of Staff Development (DSD) is also one of CPBEP's partner institutions. The CPBEP project's overall goal was to improve the quality and delivery of basic education in Pakistan, especially for the female population, and to increase access to education by disadvantaged groups. CPBEP's stated purpose is to improve the quality of primary education for boys and girls in Pakistan through a focus on improvements to educational systems, particularly in selected districts in Punjab. The Institutional Strengthening component of CPBEP aimed to build the capacity of partner institutions to deliver quality in-service and pre-service TE and effective management at district levels for quality delivery of elementary education by providing essential tools including hardware and software, specialized trainings, exposure to best practices and study tours.

The Government has facilitated teacher development by evolving a role for the Directorate of Staff Development (DSD), Punjab Education Department as an apex organization solely responsible for coordinating and ensuring teacher development in the province. Following policy uncertainties that led to administrative control of GCETs being transferred back and forth, in e September 2006, however, DSD is solely responsible for GCET administration and faculty development. Since then, DSD has developed a vision to "develop a knowledgeable, committed, motivated, competent and ethically sound cadre of educational personnel to ensure the delivery of quality education in government schools in Punjab".

DSD's current mandate incorporates four components: (a) administration of 33 district-based GCETs offering UE degrees in pre-service teacher education; (b) establishing and supervising DTSCs- District Training & Support Centers for ongoing professional development of school teachers; and (c) implementing a cascade model for in-service teacher training. From a quality perspective, DSD's service portfolio may be divided into three functions: processes (internal decision-making, use of information, external out-sourcing, standards, GCET management, etc.); materials (training materials, expert resources, etc.); and delivery (in-service training, GCET management, etc.). However, the organization's work was not presently structured thematically, and hence critical points for quality assurance needed to be identified. Likewise, quality parameters were not completely defined for all parts of the DSD workflow. The following Quality Management System aims at addressing some of these needs.

INTRODUCTION

The first phase of CPBEP's QA intervention at DSD culminated in development of an implementation prototype of a functional Quality Management System (QMS). The piloting of the draft QMS was done in DSD's QA&ME Wing with inclusion of management and key staff from all departments of DSD through a hands-on learning mechanism. This subsequently led to development of an implementation version of QMS.

The following Quality System Manual outlines a comprehensive Quality Management System of Directorate of Staff Development in accordance with requirements of ISO 9001:2008¹. The Quality Management Systems requirements defined in the Quality System Manual are aimed at imparting professional development to elementary, primary and secondary school teachers through trained trainers and controlling the pre-service education.

The QMS consists of:

- Quality System Manual
- Quality System Procedures
- Quality System Records
- Standard Operating Procedures
- Quality Records

The Quality System Manual ensures that Directorate of Staff Development adequately identifies requirements through the processes and activities outlined in the quality management system, to achieve satisfaction of the trainers and trainees and Government of the Punjab.

The Quality Management System of Directorate of Staff Development is process based. It uses the PDCA cycle (Plan-Do-Check-Act) and emphasis on the effectiveness of the QMS and continuous quality improvement.

¹ "Guidelines for Education" (Ref. Z1.11.2000) have also been used wherever found necessary.