
**Sistemi vodenja kakovosti – Smernice za uporabo standarda ISO 9001:2000
v izobraževanju**

Quality management systems – Guidelines for the application of ISO 9001:2000 in
education

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SIST-TS IWA 2:2008

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NACIONALNI UVOD

Tehnična specifikacija SIST-TS IWA 2 (sl, en), Sistemi vodenja kakovosti – Smernice za uporabo standarda ISO 9001:2000 v izobraževanju, 2008, ima status standardizacijskega dokumenta in je enakovreden dogovoru mednarodne delavnice IWA 2, Quality management systems - Guidelines for the application of ISO 9001:2000 in education, druga izdaja, 2007.

NACIONALNI PREDGOVOR

Dogovor mednarodne delavnice IWA 2:2007 je bil potrjen novembra 2006 na delavnici v Busanu v Koreji, ki jo je gostila korejska Agencija za tehnologijo in standarde s pomočjo in v sodelovanju z organizacijami, pristojnimi za koordiniranje Zrcalnega pododbora za sisteme vodenja kakovosti (Mirror Subcommittee for Quality Management Systems) v okviru mehiškega odbora ISO. Slovenska tehnična specifikacija SIST-TS IWA 2:2008 je prevod angleškega besedila dogovora mednarodne delavnice IWA 2:2007. V primeru spora glede besedila slovenskega prevoda v tej tehnični specifikaciji je odločilen izvorni dogovor mednarodne delavnice v angleškem jeziku. Slovensko-angleško izdajo tehnične specifikacije je pripravil in potrdil tehnični odbor SIST/TC VZK Vodenje in zagotavljanje kakovosti.

Izdajo te tehnične specifikacije je dne 11. aprila 2008 potrdil SIST/TC VZK Vodenje in zagotavljanje kakovosti.

ZVEZE S STANDARDI

S privzemom te tehnične specifikacije veljajo naslednje zveze:

SIST EN ISO 9000:2005 (sl, en)	Sistemi vodenja kakovosti – Osnove in slovar
SIST EN ISO 9001:2000 (sl, en)	Sistemi vodenja kakovosti – Zahteve
SIST EN ISO 9004:2004 (sl, en)	Vodenje sistemov kakovosti – Smernice za izboljšanje delovanja
SIST EN ISO 10012:2003 (sl, en)	Sistemi vodenja meritev – Zahteve za procese merjenja in merilno opremo
SIST ISO/TR 10013:2002 (sl, en)	Smernice za dokumentacijo sistema vodenja kakovosti
SIST ISO 10014:2006 (en)	Vodenje kakovosti – Smernice za doseganje finančnih in ekonomskih koristi
SIST ISO 10015:2002 (en)	Vodenje kakovosti – Smernice za usposabljanje
SIST ISO/TR 10017:2003 (en)	Napotki za statistične metode v zvezi z ISO 9001:2000
SIST EN ISO 14001:2005 (sl, en)	Sistemi ravnanja z okoljem – Zahteve z navodili za uporabo
SIST EN ISO 19011:2003 (sl, en)	Smernice za presojanje sistemov vodenja kakovosti in/ali sistemov ravnanja z okoljem

PREDHODNA IZDAJA

- SIST-TS IWA 2:2006

OSNOVA ZA IZDAJO STANDARDA

- prevzem IWA 2:2007

OPOMBA

- Nacionalni uvod in nacionalni predgovor nista sestavni del tehnične specifikacije.

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Predgovor

ISO (Mednarodna organizacija za standardizacijo) je svetovna zveza nacionalnih organov za standarde (članov ISO). Tehnično delo ISO ponavadi opravljajo tehnični odbori ISO, v katerih ima pravico biti zastopan vsak član ISO. Pri delu sodelujejo tudi mednarodne vladne in nevladne organizacije, povezane z ISO.

V odgovor na vse glasnejše zahteve trga je ISO uvedel možnost, da se dokumenti pripravijo v delavnicah, in to zunaj postopkov, običajnih za delo v odborih. ISO te dokumente objavlja kot dogovore mednarodnih delavnic (International Workshop Agreements – IWA). Izvedbo take delavnice lahko predlaga kdorkoli, potrditi pa jo mora Strokovni odbor ISO (ISO Technical Management Board), ki tudi imenuje člana ISO za pomoč predlagatelju pri organizaciji delavnice. Dogovore mednarodnih delavnic s konsenzom potrdijo sodelujoči na delavnicah. Čeprav lahko obstaja več konkurenčnih dogovorov mednarodnih delavnic na isto temo, pa ti ne smejo biti v nasprotju z obstoječim standardom ISO ali IEC.

Član, ki ga je imenoval Strokovni odbor, je odgovoren, da po treh letih pregleda dogovor mednarodne delavnice in odloči, ali naj bo potrjen še za nadaljnja tri leta, poslan tehničnemu odboru ISO v revizijo ali umaknjen. Če je dogovor mednarodne delavnice potrjen, ga ponovno pregledajo čez tri leta. Takrat ga mora ustrezeni tehnični organ ISO ali revidirati ali umakniti.

Opozarjamo, da so lahko nekateri elementi tega dogovora mednarodne delavnice predmet patentnih pravic. ISO ne prevzema odgovornosti za identificiranje nobene od takih patentnih pravic.

Dogovor mednarodne delavnice IWA 2 je bil potrjen oktobra 2002 na delavnici v Acapulcu, Mehika, ki jo je gostil mehiški Splošni urad za standarde (General Bureau of Standards – DGN) s pomočjo in v sodelovanju z Zrcalnim pododborom za sisteme vodenja kakovosti (Mirror Subcommittee for Quality Management

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). ISO's technical work is normally carried out through ISO technical committees in which each ISO member body has the right to be represented. International organizations, governmental and nongovernmental, in liaison with ISO, also take part in the work.

In order to respond to urgent market requirements, ISO has also introduced the possibility of preparing documents through a workshop mechanism, external to its normal committee processes. These documents are published by ISO as International Workshop Agreements. Proposals to hold such workshops may come from any source and are subject to approval by the ISO Technical Management Board which also designates an ISO member body to assist the proposer in the organization of the workshop. International Workshop Agreements are approved by consensus amongst the individual participants in such workshops. Although it is permissible that competing International Workshop Agreements exist on the same subject, an International Workshop Agreement shall not conflict with an existing ISO or IEC standard.

An International Workshop Agreement is reviewed after three years, under the responsibility of the member body designated by the Technical Management Board, in order to decide whether it will be confirmed for a further three years, transferred to an ISO technical body for revision, or withdrawn. If the International Workshop Agreement is confirmed, it is reviewed again after a further three years, at which time it must be either revised by the relevant ISO technical body or withdrawn.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights.

International Workshop Agreement IWA 2 was approved at a workshop held in Acapulco, Mexico, in October 2002, which was hosted by the Mexican General Bureau of Standards (DGN). Additional support and cooperation was provided by the Mirror Subcommittee for Quality Management Systems within the

Systems) v okviru mehiškega odbora ISO, Mehiškim inštitutom za standardizacijo in certifikacijo (IMNC), ter Nacionalnim odborom za standardizacijo sistemov vodenja kakovosti (COTENNSISCAL). Sestanek je omogočil Latinskoameriški inštitut za kakovost (INLAC).

Ta, druga izdaja preklicuje in nadomešča prvo izdajo (IWA 2:2003), ki je tehnično revidirana.

Ta revizija dogovora mednarodne delavnice IWA 2:2003 je bila potrjena novembra 2006 na delavnici v Busanu, Koreja, ki jo je gostila korejska Agencija za tehnologijo in standarde s pomočjo in v sodelovanju z organizacijami, pristojnimi za koordiniranje Zrcalnega pododbora za sisteme vodenja kakovosti (Mirror Subcommittee for Quality Management Systems) v okviru mehiškega odbora ISO.

Mexican ISO Committee, the Mexican Institute for Standardization and Certification (IMNC) and the National Committee for Standardization on Quality Management Systems (COTENNSISCAL). The meeting was facilitated by the Latin-American Institute for Quality, (INLAC).

This second edition cancels and replaces the first edition (IWA 2:2003), which has been technically revised.

This revision to IWA 2:2003 was approved at a workshop held in Busan, Korea in November 2006, which was hosted by the Korean Agency for Technology and Standards, with the support and cooperation of the organizations in charge of coordinating the Mirror Subcommittee for Quality Management Systems within the Mexican ISO Committee.

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- F. Craig Johnson – <https://standards.iteh.ai/catalog/standards/sist/93d09e6e-cf19-4ac7-a568-b5a8c288c3cd/sist-ts-iwa-2-2008> castni profesor, predsednik, ASQ Standards Committee

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Uvod

0.1 Splošno

Ta dogovor mednarodne delavnice izobraževalnim organizacijam ponuja napotke za izvajanje uspešnega sistema vodenja kakovosti v povezavi s standardom ISO 9001:2000 in na njegovi podlagi.

Cilj tega dogovora mednarodne delavnice je zagotoviti celovito uspešnost sistema vodenja kakovosti izobraževalne organizacije ter izvedbo in nenehno izboljševanje izobraževalnih storitev za udeležence izobraževanja.

0.2 Načela vodenja kakovosti

Napotki, ki jih ta dogovor mednarodne delavnice in standard ISO 9001 ponujata vodstvu, da bo lahko organizacijo vodilo v boljše delovanje, temeljijo na osmih načelih vodenja kakovosti. Za trajni uspeh se lahko upoštevajo še štiri dodatna načela. V nadaljevanju so navedeni primeri teh načel za izobraževalne organizacije.

- **Procesni pristop:** izobraževalne organizacije naj pri razvijanju, izvajanju in izboljševanju uspešnosti sistema vodenja kakovosti privzamejo procesni pristop. Organizacija naj identificira, v kolikšni meri posamezni delovni proces ustvarja vrednost za udeleženca izobraževanja. Zato naj vključuje procese, povezane s ciljem organizacije. Za izboljšanje procesov ob hkratnem uravnoteženju celotnega sistema je pomembno, da izobraževalna organizacija razume medsebojne vplive med procesi.
- **Razumevanje temeljne kompetentnosti** (osredotočenost na odjemalca) zajema različne dejavnike za zagotavljanje konkurenčne prednosti izobraževalne organizacije. Ti dejavniki vključujejo tehnologijo, veščine, strokovno znanje in kulturo izobraževalne organizacije. Kolektivna moč, ki je specifična za izobraževalno organizacijo, vodi k ustvarjanju vrednosti za udeležence izobraževanja. Da bo izobraževalna organizacija lahko vzdrževala svojo konkurenčno prednost, naj bo njena temeljna kompetentnost podpiranje inovativnosti s prilagajanjem spremembam v izobraževalnem okolju.

Introduction

0.1 General

This International Workshop Agreement provides guidance to educational organizations for implementing an effective quality management system in conjunction with and based on ISO 9001:2000.

The objective of this International Workshop Agreement is to assure the overall effectiveness of the education organization's quality management system and the delivery and continual improvement of its educational service to the learner.

0.2 Quality management principles

The guidance to management offered in this International Workshop Agreement and ISO 9001 to lead organizations toward improved performance is based on the eight quality management principles. Four additional principles could be considered to sustain success. An example for educational organizations follows.

- **Process approach:** educational organizations should adopt a process approach when developing and implementing a quality management system. The organization should identify the degree to which each operational process creates learner value. For this reason it should include the processes related to the aim of the organization. Understanding interactions among processes is important for the educational organization to improve processes while balancing the system at large.
- **Understanding core competence** (customer focus) includes various enablers to ensure competitive advantage of the educational organization. These enablers include technology, skill, expertise and educational organization's culture. The collective strength specific to the educational organization leads to creation of learner value. The educational organization's core competence should support innovation by adapting to changes in the education environment to maintain its competitive advantage.

- **Popolna optimizacija** (sistemski pristop k vodenju) omogoča, da lahko vsak delovni proces s stališča upravljanja doseže svoje cilje.
- **Jasnovidno voditeljstvo** (voditeljstvo) v izobraževalni organizaciji vzpostavlja vizijo, ustvarja politiko uresničevanja vizije in vodi izobraževalno organizacijo tako, da se hitro odziva na spremembe v izobraževalnem okolju.
- **Pristop na podlagi dejstev** (odločanje na podlagi dejstev) omogoča upravne odločitve, ki temeljijo na jasno razumljenih dejstvih in ne na prikladnih špekulacijah. V ta namen se informacije in modrost prepletajo z analizo, logičnim mišljenjem in znanstvenim pristopom.
- **Sodelovanje s partnerji** (vzajemno koristni odnosi z dobavitelji) je pomembno za pridobivanje optimalne modrosti, znanja in ustvarjalnosti pri doseganju vrednosti za udeleženca izobraževanja.
- **Vključenost zaposlenih** je najuspešnejši in najučinkovitejši način, da izobraževalna organizacija doseže svoje cilje, omogoči vključenost vseh zaposlenih v izobraževalni organizaciji in da v največji meri izkoristi kompetentnost, modrost, veščine in ustvarjalnost svojih zaposlenih.
- **Nenehno izboljševanje** učnega procesa izobraževalne organizacije in osebno učenje udeležencev izobraževanja omogočata izobraževalnim organizacijam nenehno ustvarjanje vrednot. S tem se omogoča trajna rast v zunanjem izobraževalnem okolju. Na inovativen in konstruktiven način se povečujejo učenje, osebna modrost in modrost izobraževalne organizacije.
- **Total optimization** (systems approach to management) enables each operational process to achieve its objectives from an administrative standpoint.
- **Visionary leadership** (leadership) in educational organizations establishes vision, creates policy to realize the vision, and leads the educational organization in responding promptly to change in the education environment.
- **Factual approach** (factual approach to decision making) ensures administrative decisions based on clearly understood facts and not on convenient speculation. To this end, information and wisdom are combined with analysis, logical thinking, and the scientific approach.
- **Collaboration with partners** (mutually beneficial supplier relationships) is important to obtain optimal wisdom, skill, and creativity to achieve learner value.
- **Involvement of people** is the most effective and efficient way for an educational organization to achieve its objectives, to facilitate involvement of all people in the educational organization, and to make a maximum use of its people's competence, wisdom, skill, and creativity.
- **Continuous improvement** of the educational organization's learning process and the learner's personal learning enables educational organizations to keep creating values. This enables sustained growth in the external educational environment. It increases learning, personal wisdom, and the educational organization's wisdom in an innovative and constructive way.

Štiri dodatna načela za trajen uspeh so:

- **Ustvarjanje vrednosti za udeležence izobraževanja**, da bi udeležence izobraževanja spodbujalo k zadovoljstvu z vrednostjo, ki jo prejema. Merila zadovoljstva določajo, v kolikšni meri vrednosti izpolnjujejo potrebe in pričakovanja udeležencev izobraževanja. Rezultati merjenja pomagajo izobraževalnim organizacijam povečevati vrednost z izboljševanjem njihovih procesov za ustvarjanje vrednosti za udeležence izobraževanja.

The four additional principles for sustaining success include the following:

- **Creating learner value** to encourage learners to feel satisfied with the value they are receiving. Satisfaction measures determine the degree to which values meet learners' needs and expectations. Measurement results help educational organizations to increase value by improving their processes for creating learner value.

- **Osredotočenost na družbene vrednote** pomeni skrbeti, kaj udeleženci izobraževanja in druge zainteresirane strani čutijo do etike, varnosti in ohranjanja okolja. Trajno rast lahko izobraževalne organizacije zagotavljajo le, če širša družba ceni izhod udeležencev izobraževanja z dodano vrednostjo.
- **Agilnost** je v drastično se spreminjajočem izobraževalnem okolju bistvenega pomena za trajno rast in pretvarja stalno se spreminjajoče izobraževalno okolje v priložnost za nenehne uspehe v izobraževanju.
- **Avtonomnost** temelji na analizi okoliščin in samoanalizi. Izobraževalna organizacija naj sprejema lastne odločitve glede vrednot in ukrepa samostojno, neodvisno od stereotipov.
- **Focusing on social value** means attending to how learners and other interested parties feel about ethics, safety, and environmental conservation. Educational organizations can ensure sustainable growth only when the larger society appreciates value-added output of learners.
- **Agility** is essential to sustained growth in a drastically changing education environment and turns an ever-changing education environment into an opportunity for continuing successes in education.
- **Autonomy** is based on circumstance analysis and self-analysis. The educational organization should make its own value decisions and take actions on its own, free from stereotyping.

0.3 Razmerje do ISO 9001

Standard ISO 9001 specificira zahteve za sistem vodenja kakovosti, ki se lahko uporabi znotraj organizacije, za certificiranje ali v pogodbene namene. Osredotoča se na uspešnost sistema vodenja kakovosti pri izpolnjevanju zahtev.

Dogovor mednarodne delavnice ni namenjen certificiranju ali uporabi v pogodbene namene, daje pa napotke za nenehno izboljševanje delovanja, učinkovitosti in uspešnosti organizacije na številnih področjih. Ta dogovor mednarodne delavnice se priporoča kot vodilo za izobraževalne organizacije, katerih najvišje vodstvo želi v prizadevanju za nenehno izboljševanje in trajen uspeh preseči okvire zahtev ISO 9001.

0.3 Relationship with ISO 9001

ISO 9001 specifies requirements for a quality management system that can be used for internal application by organizations for certification or for contractual purposes. It focuses on the effectiveness of the quality management system in meeting requirements.

This International Workshop Agreement is not intended for certification nor for contractual purposes. Rather, it provides guidance on a wide range of topics for the continuous improvement of an organization's performance, efficiency, and effectiveness. This International Workshop Agreement is recommended as a guide for educational organizations whose top management wishes to move beyond the requirements of ISO 9001, in pursuit of continuous improvement and sustainability of success.