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# QM, QC, QA, QI(E) ... what does it all mean for the language school?

Sue Hackett

ELT Ireland conference,

Griffith College, Dublin 2018





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MONITORING enhancing improving external  
*internal* ongoing enabling  
*feedback*  
comparable *accountable*  
**collaborative**  
*responsible* reliable **CONSISTENT**  
standards capacity-building inferring  
continuous *learning-centred* adaptable  
**TRUST**  
**assessable**  
**dependable**  
confidence commitment **POSITIVE**  
*demonstrable* *fit-for-purpose*  
**innovative**



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## BASIC PRINCIPLES OF TQM



Samson C. Quanico on  
[www.slideshare.net](http://www.slideshare.net)



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## Quality management systems focus on:

- Being centered on the customer or consumer of the good or service, actively providing that customer with the best value possible.
- Some type of continuous improvement program, which implies that there is not a “perfect” state, all processes can be continually improved upon.
- An efficiency imperative that says waste must be reduced and all resources maximized.
- Top management is to support and provide adequate resources to achieve goals.
- It aids or facilitates a clear understanding of expectations between all participants.
- Measurement and accurate data collection are incorporated to support data-driven decision making.
- Documentation of QMS processes is maintained and controlled.

ISO 9001



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- 
- UNESCO defines quality assurance as *'.. an ongoing continuous process of evaluating (assessing, monitoring, guaranteeing, maintaining and improving) the quality of .... (an) education system, institution or programme.'*
  -



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# Some Core QA Principles:

- subsidiarity
- fitness for purpose & fitness of purpose
- process-based
- proactive and preventative
- trust-based relationships on basis of collaboration
- risk-based compliance
- transparency
- balance between accountability, management orientation (related to regulatory) and development (related to enhancement and improvement)
- capacity building
- protection for enrolled learners
- future-focused





Transparency



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1. Outbound Call? Yes

2. Business purpose? Yes

3. Must Disclosure:

"This call may be  
monitored or  
recorded for quality  
assurance  
purposes."

someecards  
useecard





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## Quality Nightmares

by MasterControl



**"Have you guys considered  
actually improving quality  
and making a better product?"**

# #5 CONTINUOUS IMPROVEMENT

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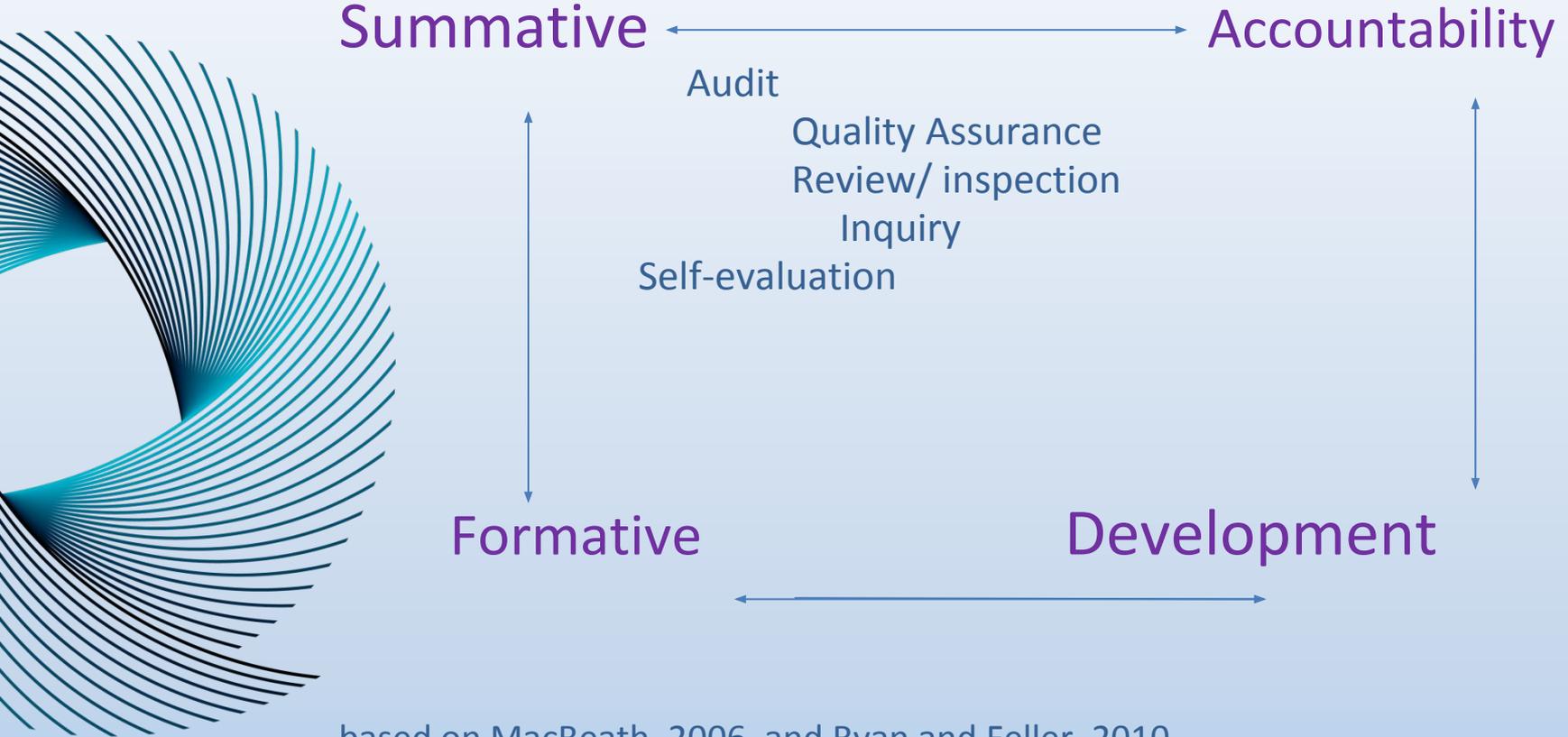
**UNLAWFUL**



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# Clarifying some terminology



based on MacBeath, 2006, and Ryan and Feller, 2010



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# Capacity building:

## The Continuum

top-down

one off event

embedded

a snapshot

accountability

using a set of pre-  
criteria

creates resistance

playing safe

requiring consensus

bottom-up

continuous,  
in culture

a moving picture

improvement

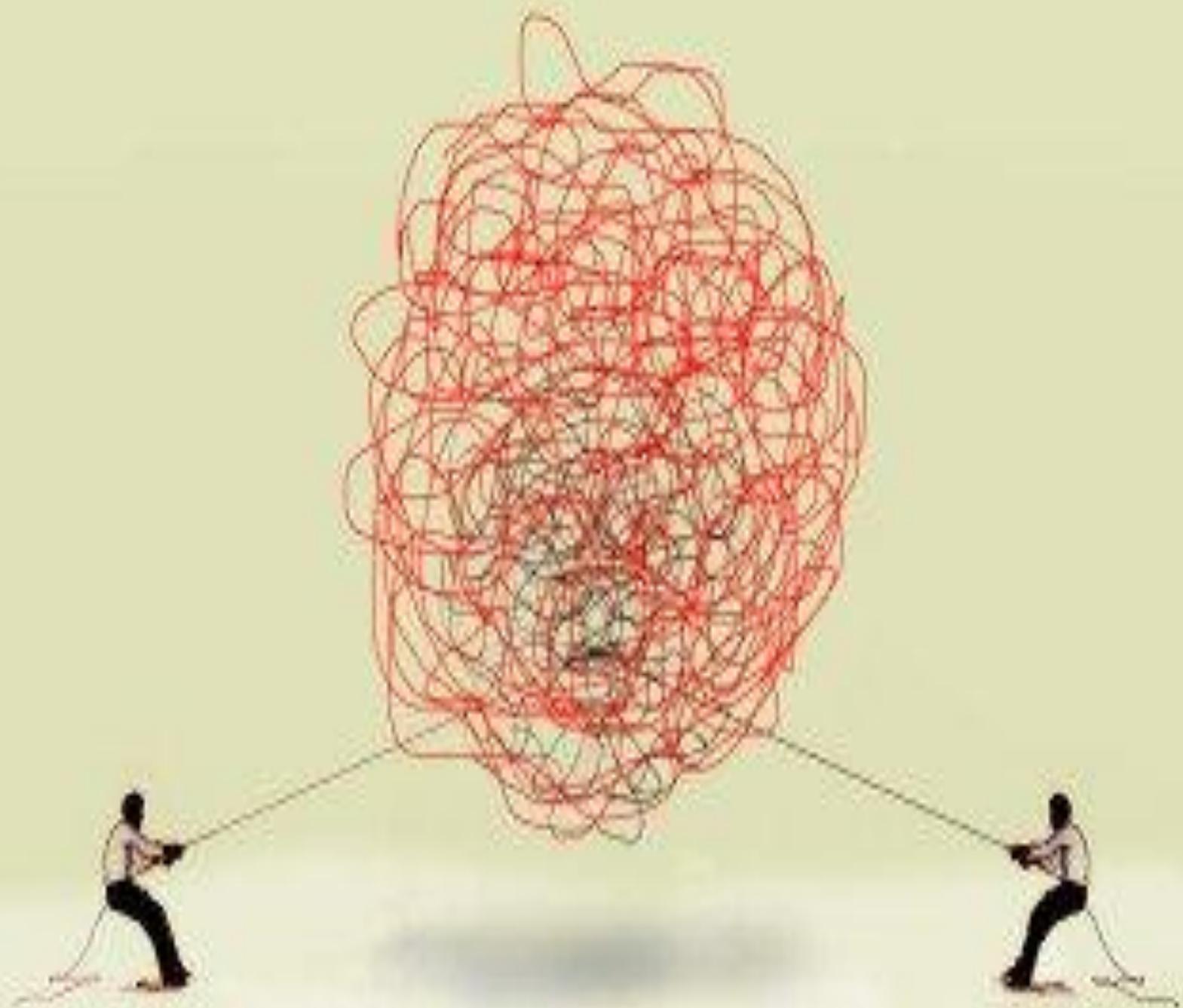
using, adapting, creating  
criteria determined

engages and involves people

taking risks, innovative

celebrating difference

(based on McBeath, 2006)





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# For management:





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For teaching:

For learning:



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**Quality is not an act, it is a  
habit.**

Aristotle



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