MANAGEMENT PROCESS SYSTEM

MANUAL

CLARK COUNTY SCHOOL DISTRICT

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Las Vegas, Nevada 89146

Telephone: (702) 799-5011

Pending Approval By:

Dwight D. Jones
Superintendent of Schools

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Maureen Fox
MPS Management Representative

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Approval signatures on file (pending approval)

Pending Approval By:

Dwight D. Jones

Dear Clark County School District Employees:

Each of us plays an important role in student success. Our students and teachers depend on a myriad of support services to help create an educational environment that promotes academic achievement. Everything from clean, well-maintained schools to textbooks and supplies to the transportation of students are important factors in this equation.

Clark County School District has chosen a management process system and continual improvement process that demonstrate our commitment to our students. The CCSD Management Process System (MPS) embraces continual improvement through engagement with our internal and external customers to ensure we are meeting their needs, setting appropriate benchmarks, and achieving our stated goals.

This Management Process System Manual provides the framework for systemic processes and procedures we are using to increase our efficiency and effectiveness in service delivery. The manual is a living document and will be updated to reflect the changes we are making in our pursuit of continual improvement.

The MPS quality policy statement sets the standard for our work; it states, "The Clark County School District Office of the Superintendent is committed to quality performance by providing services and products to all District entities through a continual improvement process in support of the District's strategic plan."

Sincerely,

Walt Rulffes
Superintendent

Clark County School District Background

The Clark County School District (CCSD) is the fifth largest school District based on enrollment in the United States. The District as a whole provides educational opportunities, training, technical assistance, administrative support and an array of other services/products which provide support to the educational environment as determined by the Nevada legislature, the Nevada State Board of Education, and the needs of other school districts, charter schools, and other educational entities. The Clark County School District supports 357 schools which serve over 309,893 students and has more than 38,000 full and part time support staff. CCSD is committed to excellence in providing services and products which support the educational environment. CCSD is further committed to the establishment of a Management Process System (MPS) that improves the services/products provided to its customers. The MPS enhances the District's ability to meet customer requirements through continual improvement.

CCSD Boundaries
The Clark County School District encompasses all of Clark County, which covers 7,910 square miles and includes the metropolitan Las Vegas area, all outlying communities and rural areas. Under state law, each of Nevada's 17 counties has one school district responsible for K-12 education.

Schools
The District operates 357 schools as of the 2010-2011 school year;
- 217 Elementary schools (76 year-round, 137 nine-month)
- 59 Middle schools
- 49 High schools (includes Virtual HS)
- 24 Alternative schools
- 8 Special schools

Student Ethnic Distribution
- Hispanic/Latino………129,925…..41.9%
- Caucasian……………. 98,977…..31.9%
- African American……. 38,454…..12.4%
- Asian………………… 21,981...... 7.1%
- Native American…………2,283….. 0.7%

Employees
The District employs 37,541 people, including full-time, part-time, substitute and temporary employees:
- 18,210 Licensed personnel
- 11,165 Support staff (includes clerical and food service staff, bus drivers, teacher aides, custodians, etc.)
- 1,290 Administrators
- 158 School police
- 3,666 Substitute teachers
- 3,052 Other temporary/substitute employees

Budget
The general fund operating budget for the 2010-2011 school year is $2.13 billion, with basic per-pupil state funding at $5,035 and per-pupil expenditures at $7,842. Per-pupil expenditures include funding from federal programs, special education, and class size reduction. The District receives revenue from various sources including:
- 29.0% - Local sales tax
- 21.9% - Property tax
- 36.9% - State funding
- 6.6% - Government services tax, federal support, other
- 5.6% - Opening fund balance

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End of Section

0.0   Purpose

This section establishes the basis for the Clark County School District (CCSD) Management Process System (MPS).

0.1   General

This document is designated as the CCSD Management Process System Manual. The manual addresses the requirements of the ISO 9001:2008 standard and outlines the design, development, and delivery of the educational services/products provided by the CCSD. This manual provides comprehensive evidence to customers, suppliers, and employees of the controls that have been implemented to ensure product and service quality. This manual specifies the requirements by which the Clark County School District:

a) demonstrates its ability to consistently provide services/products that meet customer and applicable regulatory requirements,

b) aims to enhance customer satisfaction through the effective application of the MPS,

c) includes processes for continual improvement of the MPS and the assurance of conformity to customer and applicable regulatory requirements.

The MPS is documented in this manual, which contains two introductory sections, 1.0 and 3.0, and sections numbered 4.0 through 11.0 that relate to corresponding sections described in the ISO 9001:2008 Standard.

Distribution

The MPS Manual is a controlled document and is approved by the CCSD Superintendent of Schools. The controlled PDF copy is stored on the CCSD network and is available for staff to view. The MPS Management Representative has the sole authority for revisions or modifications to the original manual.

0.2   Process Approach

The District has developed a process approach when implementing and improving the effectiveness of a quality management system to enhance customer satisfaction by meeting customer requirements. For the District to function effectively, it has to identify and manage numerous linked activities. An activity using resources and managed in order to enable the transformation of input into output can be considered a process. Often the output from one process directly forms the input to the next.

The application of a system of processes within the MPS, together with the identification and interactions of these processes, and their management to produce the desired outcome, can be referred to as the "process approach".

An advantage of the process approach is the ongoing control that it provides over the linkage between the individual processes within the system of processes, as well as over their combination and interaction.

When used with the District's management system, such an approach emphasizes the importance of:

a) understanding and meeting requirements,

b) considering processes in terms of added value,

c) obtaining results of process performance and effectiveness, and

d) assuring continual improvement of processes based on objective measurement.

The model of a process-based quality management system shown in Figure 1 illustrates the process linkages presented in sections 4.0 to 11.0 in this manual. The model covers all the requirements of the ISO 9001:2008 International Standard. (The model does not depict processes at a detailed level.) This illustration also shows that customers play significant roles in defining requirements as input.   Monitoring of customer satisfaction requires the evaluation of information relating to customer perception as to whether the District has met the customer requirements.
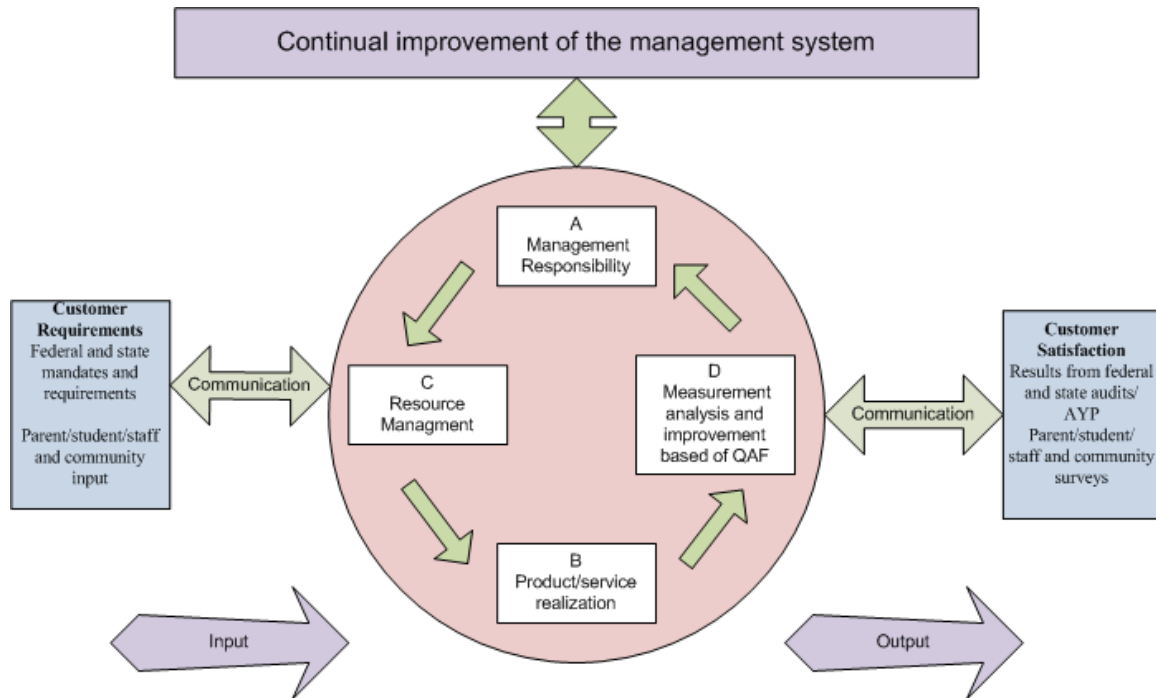
Figure 1

End of Section

0.3 Management Principles

The Clark County School District management staff leads and operates the District in a systematic and transparent manner that aligns with the following management principles:

0.3.1 **Customer Focus** – The District is customer focused and therefore understands current and future customer needs, meets customer requirements, and strives to exceed customer expectations.

0.3.2 **Leadership** – District leaders establish unity of purpose and direction of the District. An internal environment is created and maintained to support the development and delivery of quality services/products.

0.3.3 **Involvement of People** – Staff at all levels is essential to District functions. Involvement enables maximum use of their skills and experiences for the District's benefit.

0.3.4 **Process Approach** – Results are achieved more efficiently as activities and relevant resources are managed as a process.

0.3.5 **System Approach to Management** – Identifying, understanding, and managing interrelated processes as a system contributes to the District's effectiveness and efficiency in achieving its objectives.

0.3.6   **Continual Improvement** – of the District's overall performance is a permanent objective of the MPS.

0.3.7   **Factual Approach to Decision Making** – The District strives to base decisions on a thorough and comprehensive analysis of data and information.

0.3.8   **Mutually Beneficial Relationships** – The District and its customers are interdependent and a mutually beneficial relationship enhances the ability of both to provide services/products.

0.4   Responsibilities

Responsibilities and authorities are defined in each section of this manual. Within the scope of certification, District administrators are responsible for establishing and maintaining compliance with ISO 9001:2008 in their respective departments, per the requirements of this document. They are responsible for helping to define, implement, and maintain the processes detailed in this manual. It is the responsibility of employees to follow procedures that implement the MPS and to strive for continual improvement in all activities and processes. The ISO Management Representative provides support and advice to departments in helping understand and implement the Management Process System.

End of Section

1.0   Scope and Introduction

1.1   General

1.1.1   This manual documents the Management Process System used by the Clark County School District to assure the quality of its products and/services provided by those divisions/departments within the scope of certification. The scope of the MPS applies to all services/products provided by the following divisions and departments:

       a)   Assessment Accountability and Research and School Improvement
       b)   Board of School Trustees
       c)   Building Department
       d)   Compliance and Monitoring
       e)   Construction Management
       f)   Curriculum and Professional Development
       g)   Employee Management Relations
       h)   English Language Learner Program
       i)   Equity and Diversity Education
       j)   Fiscal Accountability and Data Analysis
       k)   Food Service Department
       l)   Grants Development and Administration

m)   Human Resources Division
n)   Landscaping and Grounds
o)   Maintenance Department
p)   Management Process System Office
q)   Police Services
r)   Purchasing
s)   Superintendent's Schools
t)   Real Property Management
u)   Risk Management
v)   Special Education Management System
w)   Special Projects and Renovation Services
x)   Support Staff Training and Development
y)   Transportation
z)   Operations

2.0   Normative Reference – N/A

End of Section

3.0   Terms and Definitions

3.1   Customer: The internal and external customer is the recipient of a product and/or service.

3.2   ISO Management Representative: The ISO Management Representative is known as the MPS Management Representative throughout this manual.

3.3   District Management: Top management, as referenced in the ISO 9001 Standard, is referred to as *District Management* in the Clark County School District MPS Manual. Top management is further defined as the superintendent, deputy superintendents, executive cabinet, and department heads.

3.4   MPS: Management Process System – Department/Division implementing or certified to the regulation of ISO 9001:2008.

3.5   Organization: The organization is the Clark County School District herein known as the *District*, or the *Clark County School District*.

3.6   Process: The process is the act of carrying out required steps of procedures within the departments of the District's administration providing support to Clark County School District to ensure quality process and customer satisfaction. The departments involved are identified in the Process Control section of this manual.

3.7 **Process Realization**: Process realization is output that may include, but is not limited to, procedures, measurements, records, data and information, products, or services.

3.8 **Service/Product:** The Clark County School District's service/product is the support to the operational and educational environment. (Reference Section 7.0).

End of Section

4.0 Management Process System

4.1 Purpose

This section establishes the requirements for the CCSD Management Process System (MPS). The MPS is developed to provide services and products to the educational environment that enhance value and meet the customer's requirements.

4.2 General Requirements

4.2.1 The Clark County School District has an established, documented, maintained Management Process System which continually improves its effectiveness in accordance with the requirements of ISO 9001:2008.

The Clark County School District has:

a) Determined processes needed for The Management Process System and their application throughout the Departments/Divisions implementing or certified to the regulation of ISO 9001:2008. These processes (per each department/division) are identified in Section 6.3 of this manual.

b) Determined the sequence and interaction of these processes.

c) Determined criteria and methods needed to ensure that both the operation and control of these processes are effective.

d) Ensured the availability of resources and information necessary to support the MPS and monitoring of these processes.

e) Ensured the monitoring, measuring where applicable, and analyzing of these processes.

f) Implemented actions necessary to achieve planned results and continual improvement of these processes.

4.2.2 These processes are managed by the Clark County School District in accordance with the requirements of ISO 9001:2008 and CCSD established policies, procedures, and/or work instructions.

4.2.3 If the Clark County School District chooses to outsource any process that affects product/process conformity to requirements, control over such processes will be ensured. Control of such processes shall be identified within the Management Process System. Currently this does not apply to the Clark County School District.

Note: 1 Processes needed for the management system referred to above include processes for management activities, provision of resources, product realization, measurement, analysis and improvement.

Note: 2 An "outsourced process" is a process that the District needs for its quality management system and which the organization chooses to have performed by an external party.

Note: 3 Ensuring control over outsourced processes does not absolve the District of the responsibility of conformity to all customer, statutory and regulatory requirements. The type and extend of control to be applied to the outsourced process can be influenced by factors such as
   a) the potential impact of the outsourced process on the District's capability to provide product that conforms to requirements,
   b) the degree to which the control for the process is shared,
   c) the capability of achieving the necessary control through the application of 7.4.

4.3   Documentation Requirements

4.3.1 **General Requirements for Documentation:** The Management Process System documentation includes the following:

   a)   documented statements of quality policy and measurable objectives,

   b)   a Quality Manual (known as the Management Process System Manual),

   c)   documented procedures and records required by ISO 9001:2008 and the Clark County School District that are referenced at the conclusion of each section of this manual and/or on the document master list,

    d)   documents, including records needed by the District to ensure the effective planning, operation, and control of its processes.

Note: Where the term "documented procedure" appears within this manual, this means that the procedure is established, documented, implemented and maintained. A single document may address the requirements for one or more procedures. A requirement for a documented procedure may be covered by more than one document.

4.4   Quality Manual (Management Process System Manual)

4.4.1   A manual defining the scope of the MPS, the requirements of ISO 9001:2008, and District requirements has been developed, implemented and is being maintained by the CCSD. The Superintendant delegates responsibility for the preparation, distribution, and maintenance of the manual to the MPS Management Representative. The CCSD Management Review Team (MRT), which performs the management review function, examines the manual and makes recommendations for changes as needed. The manual is approved by the Superintendent and is verified by the signature of the MPS Management Representative.

4.4.2   The manual is in an electronic format as a read-only document on the District's website. All downloaded or printed copies are considered uncontrolled. This manual can be updated and/or revised by section and/or subsection. Updates are recorded in the *Manual's Revision History Table* on the last page of this manual. The MPS Management Representative is the only person authorized to make changes to the manual.

4.4.3   The manual is used as the standard for the District's development and administration of quality services/products. This manual includes:

    a)   The scope of the MPS, including the delivery of relevant service/product to CCSD customers and other support of these functions at the CCSD with the exception of those not included in the scope of certification,

    b)   the documented procedures to meet the requirements of ISO 9001:2008 and/or references to them,

    c)   the interaction and sequence of the processes included within this manual documented in Section 7.1, Planning of Services/products Realization Processes, including an illustrated flow chart, and

d)   records to provide evidence of the efficiency and effectiveness of the operations.

4.5   Control of Documents

4.5.1   Documents required by the Management Process System are controlled. A documented procedure (MPS-P008) has been established to define these controls. The procedure includes:

a)   Approving all documents for adequacy prior to use: All documents within the MPS are reviewed and approved by the appropriate administrator prior to issuance.

b)   Reviewing, updating, and re-approving documents as necessary: Any document requiring revision is subject to the same review and authorization process that is used for new documents unless otherwise specified.

c)   Ensuring that the current revision statuses of documents are identified: A *Document Master List* (MPS-F038) including reference to departmental section is included in maintained by the MPS Office.

d)   Recruiting responsibility to recommend the development of new documentation. Improvements, and/or revision to existing documentation that is utilized within their departments/divisions.

e)   Ensuring that relevant versions of applicable documents are available at all points of use; department directors/managers are responsible for ensuring that staff is aware of needed documents and that they have access to the documents.

f)   Ensuring that documents remain legible, readily identifiable, and retrievable; documents are maintained in an orderly, well-indexed, and logical manner that facilitates easy retrieval from the departments/divisions working environment.

g)   Ensuring that documents of external origin such as federal and state regulations are identified and their distribution controlled; the MPS includes, where necessary, documents of external origin are maintained on a department's/division's *External Document Master List*.

h)   Preventing the unintended use of obsolete documents and to apply suitable identification to them if they are retained for any

purpose; obsolete documents are removed from point of use or otherwise marked to prevent unintended use. If a document is to be kept for reference, it is marked obsolete or otherwise destroyed.

4.5.2   Operating procedures specific to departments/programs are maintained by the department/program liaison.

4.6   Control of Records

4.6.1   Records established to provide evidence of conformity to requirements and of the effective operation of the Management Process System shall be controlled. A documented procedure (MPS-P002) has been established to define the controls needed for the identification, storage, protection, retrieval, retention, and disposition of records.
Records shall remain legible, readily identifiable and retrievable.

4.6.2   A record is recorded information, regardless of physical form. This includes documents, books, microfilm, magnetic tapes, disks, maps, or any copy or printout that has been created by a department/division in the course of their daily activities to capture an event or thing so that information can provide permanent evidence.

4.6.3   CCSD quality records are established and maintained to provide evidence of conformity to requirements. The MPS Management Representative is responsible for verifying that all records relating to the MPS are maintained appropriately.

4.6.4   Quality records are legible and identifiable to either a specific program or process. A documented procedure, *Procedure for Maintaining Quality Records (MPS-P002)*, has been established to define the controls needed for the identification, collection, storage, protection, retrieval, retention, and disposition of quality records. Such records are stored in a suitable environment that facilitates accessible retrieval and protects the records from damage. Records management includes the backup of electronic records.

4.6.5   The original copy of a record, filed in the appropriate file, is maintained as the official record. This official record may be used in any investigation of nonconformance, corrective action, or document change. Records may be in hard copy or electronic format. Departments are responsible for ensuring data is backed up according to CCSD policy and regulations. Maintenance of documents and records specific to departments and/or products are maintained in the individual department/division.

MPS records may include, but are not limited to:

- o   management reviews,
- o   education, training, skills and experience,
- o   results of the review of requirements related to services/products and actions taken,
- o   product and service design and development inputs and processes including reviews, verifications, validations and changes,
- o   records of design and development changes,
- o   records regarding customer property,
- o   traceability records where required,
- o   evaluation of suppliers and any necessary actions resulting from the evaluation,
- o   monitoring and measuring of services/products,
- o   nonconformance review and disposition records,
- o   corrective and preventive action results,
- o   internal quality records, and
- o   competency, awareness and training records.

4.7   Quality Management Principles

4.7.1   The Superintendent and executive administration leads and operates the CCSD in a systematic and transparent manner that aligns with the following quality principles as outlined in Section 1.0, Scope and Introduction: Customer Focus, Leadership, Involvement of People, Process Approach, System Approach to Management, Continual Improvement, Factual Approach to Decision Making, and Mutually Beneficial Relationships.

4.7.2   CCSD's successful use of the above principles results in continued benefits to the District in the form of top level support for providing quality services/products to its customers.   The District's mission and goals articulate those expectations for customers as well as the District's commitment to continual improvement of the processes for providing services/products.

4.8   Document Structure

Level One = Manuals

Level Two = Procedures

Level Three = Work Instruction

Level Four = Forms

Level Five = Process Maps

Level Six = Publications
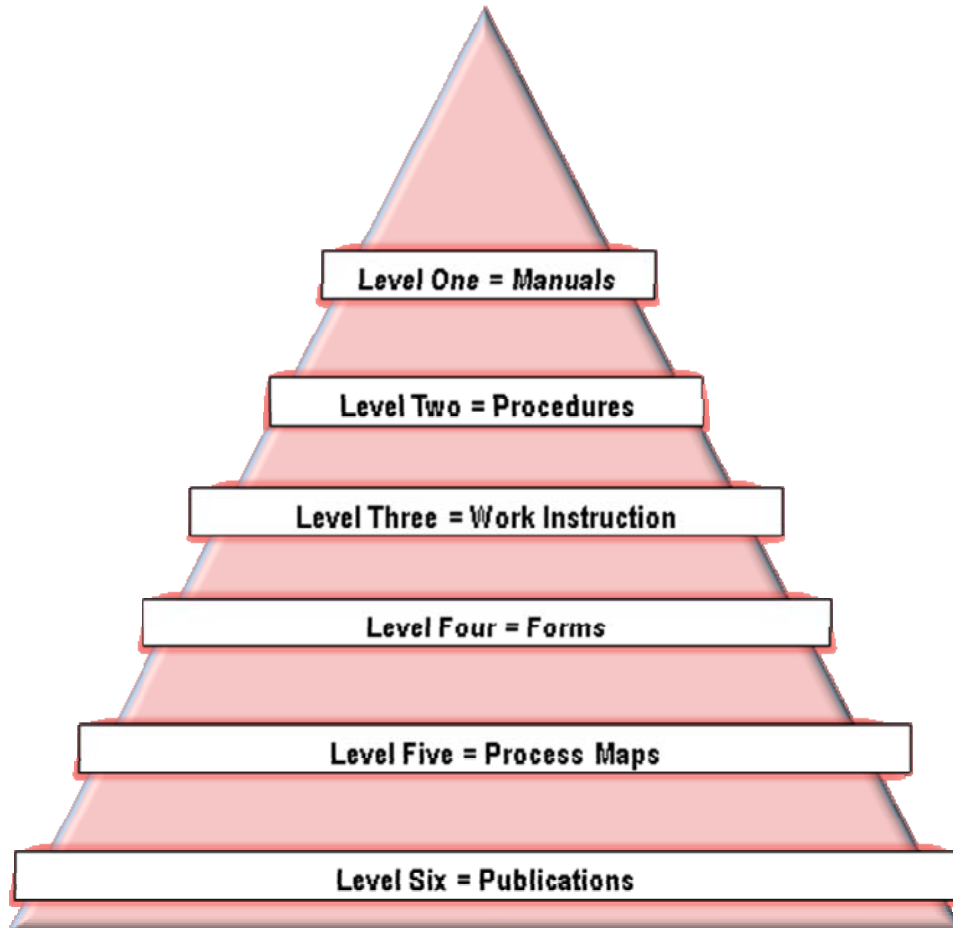
- Each document is numbered with a three-letter prefix relating to the area/department responsible for the document, as well as a letter code indicating the type of document and a three-digit numerical suffix.
- Numbering schemes may differ between departments depending on specific user needs.

Curriculum and Professional Development (CPD)	Human Resources (HRD)	Superintendent's Schools (SSD)	Finance – Food Service (FSD)	Finance - Purchasing (PUR)	Finance - Risk Management (RSK)	Finance - Transportation (TRN)	Facilities – Construction Management (FCM)
Facilities – Inspection Services (ISD)	Facilities – Maintenance (MTC)	Office of the Board of School Trustees (BRD)	Management Process System (MPS)	School Police (SPD)	SSSD – Compliance & Monitoring (CMD)	SSSD – English Language Learners (ELL)	Facilities - Landscaping & Grounds (LGS)
SSSD – Fiscal Accountability and Data Analysis (FAD)	HR - Support Staff Training and Development (SST)	SSSD – Special Education Management Systems (SEM)	Finance – Real Property Management (RPM)	Grants Development and Administration (GDA)	Facilities – Special Projects and Renovation Services (SPRS)	Finance – Employee Management Relations (EMR)	Operations (OPS)
SSSD – Equity and Diversity Education (EDE)	Facilities – Planning and Design (PND)	Assessment, Accountability, Research and School Improvement (SSD)					

- Example: (PUR-P001) where PUR indicates the Purchasing Department, "P" is for procedure, and 001 is the first document in the series.

- Example: (HRD-W001) where HRD indicates the Human Resources Department, "W" is for work instruction, and 001 is the first document in the series.

- Example: (MPS-F001) where MPS indicates the MPS office, "F" is for Form, and 001 is the first document in the series. (These are forms used to collect evidence of the effective implementation of the management process system as referenced in manuals, procedures, work instructions, and/or the document master list)

- Example: (FSD-PM001) where FSD indicates the Food Service Department, "PM" is for Process Map, and 001 is the first document in the series.

- Example: (RSK-PUB001) where RSK indicates the Risk Management Department, "PUB" is for Publication, and 001 is the first document in the series.

Note: Forms already in place prior to the ISO 9001:2008 implementation will retain their numbering scheme.

End of Section

5.0   Management Principles

5.1   Purpose

The purpose of this section establishes and documents the commitment and responsibility of CCSD management to follow and maintain the Management Process System.

5.2   Management Commitment

5.2.1   Clark County School District management provides evidence of their commitment to the development and implementation of the Management Process System and continually improves its effectiveness by:

a)   Communicating to the District the importance of meeting customer as well as state and federal requirements.

b)   The establishment of a quality policy.

c)   Ensuring that quality objectives are established, measured, and maintained.

d)   Conducting management reviews according to MPS-P001.

e)   Ensuring the availability of resources.

5.3   Customer Focus

5.3.1   Top Management has ensured that customer requirements are determined and fulfilled with the aim of meeting customer requirements and enhancing customer satisfaction.

5.4   Quality Policy

5.4.1   District management ensures that the quality policy:

a)   is appropriate to the purpose of the District,

b)   includes a commitment to comply with requirements and continually improve the effectiveness of the Management Process System,

c)   provides a framework for establishing and reviewing quality objectives per the strategic plan,

d)   is communicated and understood within the District, and is reviewed for continuing suitability.

The quality policy for the Clark County School District is as follows:

> "The Clark County School District Office of the Superintendent is committed to quality performance by providing services and products to all District entities through a continual improvement process in support of the District's strategic plan."

5.5   Planning

5.5.1   Quality Objectives

District management ensures quality objectives, including those needed to meet customer requirements, are established in the divisions/departments within the scope of certification. The quality objectives are measurable and consistent with the quality policy.

5.5.2   Quality Management System Planning

Management has ensured:

a)   the planning of the Management Process System is carried out in accordance with documented procedures and/or work instructions in order to meet the requirements of Element 4.1 (General Requirements) of ISO 9001:2008,

b)   the integrity of the Management Process System is maintained when changes are planned and implemented.

5.6   Responsibility, Authority and Communication

5.6.1   Responsibility and Authority

Management has ensured:

a)   District management ensures that the responsibilities, authorities, and interrelations are defined and communicated within the division/departments identified in the scope.

b)   Responsibilities are defined in job descriptions maintained by Human Resources.

c)   An organizational chart defining District management's participation in the scope of certification, as well as their direct

reports, can be found in this manual in the section entitled Organizational Chart.

d) District management ensures that appropriate communication processes are established within included division/departments and that communication takes place regarding the effectiveness of the Management Process System.

5.6.2 Management Representative

The superintendent has appointed the MPS Management Representative a member of Management who, irrespective of other responsibilities, has responsibility and authority that includes:

a) ensuring that processes needed for the Management Process System are established, implemented, and maintained,

b) reporting to the Management Review Team on the performance of the Management Process System and any need for improvement,

c) ensuring the promotion of awareness of customer requirements throughout the divisions/departments included in the scope.

5.6.3 Internal Communication

District management ensures that appropriate communication processes are established within included departments/divisions and that communication takes place regarding the effectiveness of the Management Process System.

5.7 Management Review Records

5.7.1 General

A cross-functional team of District management and other representatives shall review the District's Management Process System, per the *Management Review Procedure* MPS-P001, to ensure continuing suitability, adequacy, and effectiveness. This review includes assessing opportunities for improvement and the need for changes to the Management Process System including the quality policy and measurable objectives.

Records from management reviews are maintained per MPS-P001.

5.7.2 **Review Input**

The input to management review shall include:

a) results of audits showing process performance and level of conformity,

b) customer feedback,

c) status of preventive and corrective actions,

d) follow-up actions from previous management reviews,

e) planned changes that could affect the Management Process System, and

f) recommendations for improvement.

5.7.3 **Review Output**

The output from the management review shall include any decisions and actions related to:

a) improvement of the effectiveness of the Management Process System and its processes,

b) improvement of the District related to customer requirements, and resource needs.

End of Section

6.0   Resource Management

6.1   Provision of Resources

6.1.1   The District has determined and provides the resources needed for all departments/divisions in the scope of certification of Clark County School District to

     a)   implement and maintain the Management Process System and continually improve its effectiveness,

     b)   enhance customer satisfaction by meeting customer requirements.

6.1.2   Organizational structures and/or job descriptions identify the resources needed for these departments.

6.2   Human Resources

6.2.1   **Competence, Training and Awareness**

Personnel performing work affecting conformity to product requirements are competent on the basis of appropriate education, training, skills, and experience.

The District:

     a)   determines the necessary competence for personnel performing work affecting conformity to product requirements,

     b)   where applicable, provide training or take other actions to achieve the necessary competence,

     c)   ensures that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of District objectives,

     d)   maintains appropriate records of education, training, skills, and experience.

Note: Conformity to product requirements can be affected directly or indirectly by personnel performing any task within the management process system.

6.3   Infrastructure

6.3.1   The district has determined, provided, and maintains the infrastructure needed to achieve conformity to district requirements. Infrastructure includes, for example:

a)   Building, workspace, and associated utilities,

b)   process equipment (both hardware and software), and

c)   supporting services to ensure the effective functioning of the District including the following processes and/or departments within the scope of the Management Process System's ISO 9001:2008 certification.

6.3.1.c.1   Board of School Trustees (BRD)
http://ccsd.net/mps/procedures_int.phtml?div=BRD

6.3.1.c.2   Curriculum & Professional Development Division(CPD)
http://ccsd.net/mps/procedures_int.phtml?div=CPD

6.3.1.c.3   Human Resources Division (HRD)
http://ccsd.net/mps/procedures_int.phtml?div=HRD

6.3.1.c.4   Management Process Systems (MPS)
http://ccsd.net/mps/procedures_int.phtml?div=MPS

6.3.1.c.5   Maintenance Department (MTC)
http://ccsd.net/mps/procedures_int.phtml?div=MTC

6.3.1.c.6   Purchasing Department (PUR)
http://ccsd.net/mps/procedures_int.phtml?div=PUR

6.3.1.c.7   Superintendent's School Division (SSD)
http://ccsd.net/mps/procedures_int.phtml?div=SSD

6.3.1.c.8   Risk Management Department (RSK)
http://ccsd.net/mps/procedures_int.phtml?div=RSK

6.3.1.c.9   Food Service Department (Administrative Office) (FSD)
http://ccsd.net/mps/procedures_int.phtml?div=FSD

6.3.1.c.10   Transportation Department (Administrative Office) (TRN)
http://ccsd.net/mps/procedures_int.phtml?div=TRN

6.3.1.c.11   Inspection Services (ISD)
http://ccsd.net/mps/procedures_int.phtml?div=ISD

6.3.1.c.12   Compliance and Monitoring (CMD)
http://ccsd.net/mps/procedures_int.phtml?div=CMD

6.3.1.c.13　English Language Learner (ELL)
http://ccsd.net/mps/procedures_intphtml?div=ELL

6.3.1.c.14　Construction Management (FCM)
http://www.ccsd.net/iso/procedures_int.phtml?div=FCM

6.3.1.c.15　Landscaping and Grounds (LGS)
http://ccsd.net/mps/procedures_int.phtml?div=LGS

6.3.1.c.16　School Police Services (SPD)
http://ccsd.net/mps/procedures_int.phtml?div=SPD

6.3.1.c.17　Support Staff Training and Development (SST)
http://ccsd.net/mps/procedures_int.phtml?div=SST

6.3.1.c.18　 Fiscal Accountability and Data Analysis (FAD)
http://ccsd.net/mps/procedures_int.phtml?div=FADA

6.3.1.c.19　Special Education Management System (SEMS)
http://ccsd.net/mps/procedures_int.phtml?div=SEM

6.3.1.c.20　Employee Management Relations (EMR)
http://ccsd.net/mps/procedures_int.phtml?div=EMR

6.3.1.c.21　Grants Development and Administration (GDA)
http://ccsd.net/mps/procedures_int.php?div=GDA

6.3.1.c.22　Real Property Management (RPM)
http://ccsd.net/mps/procedures_int.php?div=RPM

6.3.1.c.23　Special Projects and Renovation Services (SPRS)
http://ccsd.net/mps/procedures_int.php?div=SPRS

6.3.1.c.24　Operations (OPS)

http://ccsd.net/mps/procedures_int.php?div=OPS

6.3.1.c.25　Equity and Diversity Education (EDE)

http://ccsd.net/mps/procedures_int.php?div=EDE

6.3.1.c.26　Planning and Design (PND)

http://ccsd.net/mps/procedures_int.php?div=PND

6.3.1.c.27　Assessment, Accountability, Research and School Improvement (AARSI)

http://ccsd.net/mps/procedures_int.phtml?div=SSD

6.4　Work environment

6.4.1　The District has determined and manages the work environment needed to achieve conformity to District requirements.

Note: The term "work environment" relates to those conditions under which work is performed including physical, environmental and other factors (such as noise, temperature, humidity, lighting or weather).
End of Section

7.0   Service/Product Realization

7.1 Planning of Service/Product Realization

7.1.1   The MPS shall plan and develop the processes needed for product realization. Planning of product realization shall be consistent with the requirements of the other processes of the quality management system (see 4.1).

7.1.2   In planning product realization, the MPS shall determine the following, as appropriate:

a)   quality objectives and requirements for the product;

b)   the need to establish processes and documents, and to provide resources specific to the product;

c)   required verification, validation, monitoring, measurement, inspection, and test activities of the product and the criteria for product acceptance;

d)   records needed to provide evidence that the realization processes and resulting product meet requirements (see 4.3.1).

7.1.3   The MPS plans services/products according to the Plan, Do, Check, Act (PDCA) model (Section 7.1.6, Figure 1).

7.1.4   The output of service/product planning is the continual improvement planning process. All Staff are encouraged to be involved in service/product improvement. Design and development procedures are initiated for new services/products. The need for new services/products may arise based on customer requests, state or federal requirements, or division leadership. The output of this planning is a service/product that is verifiable against requirements and validates customer requirements.

7.1.5   Records providing evidence that the realization processes and resulting services/products meet requirements include:

a)   Customer satisfaction surveys,
b)   Meeting minutes, and
c)   Summary and follow-up of procedures, documents, and forms.

The output of this planning shall be in a form suitable for the MPS method of operations.

Note: 1 A document specifying the processes of the quality management system (including the product realization processes) and the resources to be applied to a specific product, project or contract, can be referred to as a quality plan.

7.1.6   The Plan, Do, Check, Act (PDCA) Model (Figure 1)

Feedback →

PLAN

Step -1 Determine what the customer requirements are by asking for specifications and for expected outcome.

Step -2 After discussing the specifications and outcome; ask the department/division staff if they have the ability and resources to fulfill the customer's requirements, prior to a final commitment to provide a service/product.

Step - 3 Determine how the department/division staff is going to communicate with the customer concerning: planning and design input/output changes, feedback, complaints, and suggestions.

Step-4 Design and develop the plan with the customer and all concerned parties as to what measurable objectives will be created and monitored to include basic tools of project management: Gantt charts, timelines, calendars, the who, what, where, when including estimated costs concerning the plan.

Step – 5 Determine and maintain records of the specific input and target dates or percentages needed to fulfill the customer's requirements.

Step – 6 Determine and maintain records of the specific output needed to fulfill the customer's requirement.

DO

Produce the service/product per the developed plan.

CHECK

Step – 7 At suitable stages, check to ensure the plan is being conducted in accordance with the planned arrangements. If not, take the appropriate action to communicate and address changes or issues concerning the plan.

Step – 8 Verify that specified input and output match as planned.
- Maintain records that verify the above was conducted.

Step – 9 Prior to delivery of the service/product, validate that the service/product is capable of meeting the customer's requirements.
- Maintain records that validation of service/product was conducted

ACT

Communicate and act to make improvements or required changes to the proposed plan.

Feedback (left vertical arrow)

Feedback (right vertical arrow)

7.2 Customer-Related Processes

7.2.1 Determination of Requirements Related to the Product

The MPS shall determine:

a) requirements specified by the customer including the requirements for delivery and post-delivery activities,

b) requirements not stated by the customer but necessary for specified or intended use, where known,

c) statutory and regulatory requirements applicable to the product, and

d) any additional requirements considered necessary by the MPS.

Note: Post-delivery activities include, for example, actions under warranty provisions, contractual obligations such as maintenance services, and supplementary services such as recycling or final disposal.

7.2.2 Review of Requirements Related to the Product

The MPS shall review the requirements related to the product. This review shall be conducted prior to the MPS commitment to supply a product to the customer (e.g., submission of tenders, acceptance of contracts or orders, acceptance of changes to contracts or orders) and shall ensure that:

a) product requirements are defined,

b) contract or order requirements differing from those previously expressed are solved, and

c) the MPS has the ability to meet the defined requirements.

Records of the results of the review and actions arising from the review shall be maintained (see 4.2.2).

Where the customer provides no documented statement of requirements, customer requirements shall be confirmed by the MPS before acceptance. Where product requirements are changed, the MPS shall ensure that relevant documents are amended and that relevant personnel are made aware of the changed requirements.

Note: In some situations, such as internet sales, a formal review is impractical for each order. Instead the review can cover relevant product information such as catalogues or advertising materials.

7.2.3 **Customer Communication**

In keeping with the District's commitment to customer satisfaction in relation to service/product information, the CCSD views effective communication as an essential element of customer satisfaction, therefore the Clark County School District implementing and/or ISO certified departments/divisions have determined and implemented effective methods for communicating with customers in relation to:

a) continual improvement plan requirements,

b) service/product information,

c) inquiries,

d) formal agreement, including amendments, and

e) customer feedback, including customer complaints.

7.3   Design and Development

7.3.1 **Design and Development Planning**

The MPS shall plan and control the design and development of product. During design and development planning, the MPS shall determine:

a)   the design and development stages,

b)   the review, verification, and validation that are appropriate to each design and development stage, and

c)   the responsibilities and authorities for design and development.

The MPS shall manage the interfaces between different groups involved in design and development to ensure effective communication and clear assignment of responsibility.

Planning output shall be updated, as appropriate, as the design and development progresses.

Note: Design and development review, verification and validation have distinct purposes. They can be conducted and recorded separately or in any combination, as suitable for the product and the MPS.

7.3.2 **Design and Development Input**

Inputs related to product requirements shall be determined and records maintained (see 4.4.3). The input shall include:

a) functional and performance requirements,

b) applicable statutory and regulatory requirements,

c) where applicable, information derived from previous similar designs, and

d) other requirements essential for design and development.

The input shall be reviewed for adequacy. Requirements are complete, unambiguous, and not in conflict with each other.

7.3.3 **Design and Development Output**

The output of design and development shall be in a form suitable for verification against the design and development input and shall be approved prior to release.

Design and development output shall:

a)   meet the input requirements for design and development,

b)   provide appropriate information for purchasing, production, and service provision,

c)   contain or reference product acceptance criteria, and

d)   specify the characteristics of the product that are essential for its safe and proper use.

Note: Information for production and service provision can include details for the preservation of product.

7.3.4 **Design and Development Review**

At suitable stages, systematic reviews of design and development shall be performed in accordance with planned arrangements (see 7.3.1)

a)   to evaluate the ability of the results of design and development to meet requirements, and

b)   to identify any problems and propose necessary actions.

Participants in such reviews shall include representatives of functions concerned with the design and development stage(s) being reviewed. Records of the results and any necessary actions shall be maintained (see 4.3.1).

7.3.5   Design and Development Verification

Verification shall be performed in accordance with planned arrangements (see 7.3.1) to ensure that the design and development output have met the design and development input requirements. Verification assures that the service/product meets the specific requirements identified in the planning and delivery of the service/product. Records of the results of the verification and any necessary actions shall be maintained (see 4.3.1). The following criteria are used to verify the design process:

a)   identifying responsibility and authority for verification,

b)   determining the methods of verification,

c)   resolving any issues found during verification,

d)   confirming that the tasks defined by the Clark County School District implementing and/or ISO certified departments/divisions have been accomplished, and

e)   confirming that all applicable customer and regulatory requirements have been addressed.

7.3.6   Design and Development Validation

Design and development validation shall be performed in accordance with planned arrangements (see 7.3.1) to ensure that the resulting product is capable of meeting the requirements for the specified application or intended use, where known. Wherever practicable, validation shall be completed prior to the delivery or implementation of the product. Records of the results of validation and necessary actions shall be maintained by the MPS (see 4.3.1).

7.3.7   Control of Design and Development Changes

Design and development changes shall be identified and records maintained. The changes shall be reviewed, verified, validated, as appropriate, and approved before implementation. The review of design and development changes shall include evaluation of the effect of the changes on constituent parts and product already delivered.

Records of the results of the review of changes and any necessary actions shall be maintained (see 4.3.1).

7.4 Purchasing

7.4.1 Purchasing Process

The CCSD has procedures, as indicated on the Document Master List MPS-F038, to ensure that purchased products conform to specified requirements.

The District ensures that purchased products and services conform to specified purchase requirements. The type and extent of controls applied to the supplier and the purchased product and services are dependent upon the effect of the purchased products and services on subsequent process realization or the final service delivered.

An approved supplier list is maintained in the Purchasing Department. Criteria for selection, evaluation and re-evaluation of vendors are established, per Purchasing specifications and procedures.

The District evaluates and selects suppliers based on their ability to supply products or services in accordance with the District's requirements and within regulations.

Criteria for selection and evaluation of suppliers are established per purchasing procedures based on needs of users, District measurable objectives, and the supplier qualifications procedure.

Records of the results of evaluations and any necessary actions arising from the evaluation are maintained.

7.4.2 Purchasing Information

The District shall ensure the adequacy of specified purchase requirements prior to its communication to the supplier.

Purchasing documents describe the product to be purchased, including, where appropriate:

a)   requirements for approval of product, procedures, processes and equipment,

b)   requirements for qualification of personnel, and

c)   Management Process System requirements.

The CCSD Purchasing Department procurement of goods and services is in compliance with local, state and federal regulations.

7.4.3 Verification of Purchased Products or Services

The District has established and implemented the activities necessary for ensuring that purchased products or services meet District requirements.

7.5 Production and Service Provision

7.5.1 Control of Service/Product Provision

The MPS plans and carries out the products/services provision under controlled conditions. Controlled conditions shall include, as applicable:

a)   availability of information that describes the characteristics of the process,

b)   availability of work instructions, as necessary,

c)   use of suitable equipment,

d)   the availability and use of monitoring and measuring equipment,

e)   the implementation of monitoring and measurement, and

f)   the implementation of product release, delivery and post-delivery activities.

7.5.2 Validation of Processes for Service and Production provision

The MPS shall validate any processes for service/production provision where the resulting output cannot be verified by subsequent monitoring or measurement and, as a consequence, deficiencies become apparent only after the product is in use or the service has been delivered. Validation shall demonstrate the ability of these processes to achieve planned results.

The MPS shall establish arrangements for these processes including, as applicable:

a)   defined criteria for review and approval of the processes,

b)   approval of equipment and qualification of personnel,

c) use of specific methods and procedures,

d) requirements for records (see 4.3.1), and

e) revalidation.

7.5.3 Identification and Traceability

Where appropriate, the MPS shall identify the service/product by suitable means throughout process realization.

The MPS shall identify the service/product status with respect to monitoring and measurement requirements throughout product realization.

Where traceability is a specified requirement, the MPS shall control the unique identification of the service/product and maintain records (see 4.3.1).

NOTE: In some industry sectors, configuration management is a means by which identification and traceability are maintained.

7.5.4 Customer Property

The MPS shall exercise care with customer property while it is under MPS control or being used by the MPS. If any customer property is lost, damaged or otherwise found to be unsuitable for use, the MPS shall report this to the customer and maintain records (see 4.3.1).

NOTE: Customer property can include intellectual property and personal data.

7.5.5 Preservation of Product

The MPS shall preserve the product during internal processing and delivery to the intended destination in order to maintain conformity to requirements. As applicable, preservation shall include identification, handling, packaging, storage, and protection. Preservation shall also apply to the constituent parts of a product.

7.6 Control of Monitoring and Measuring equipment

This section of ISO 9001:2008 (Element 7.6) applies to the Clark County School District.

Where necessary to ensure valid results, measuring equipment shall be:

a) Calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to internal or national measurement standards; where no such standards exist, the basis used for calibration or verification shall be recorded,

b) Adjusted or re-adjusted as necessary.

c) Have identification in order to determine its calibration status

In addition, departments/divisions shall assess and record the validity of the previous measuring results when the equipment is found not to conform to requirements, and shall take appropriate action on the equipment and any services affected. Records of the results of calibration and verification shall be maintained in the departments/divisions where the equipment is used.

Note: Confirmation of the ability of computer software to satisfy the intended application would typically include its verification and configuration management to maintain its suitability for use.

End of Section

8.0 Measurement, Analysis and Improvement

8.2 General

8.2.1 The District plans and implements the monitoring, measurement, analysis and improvement processes needed:

a) to demonstrate conformity to product requirements.

b) to ensure conformity of the Management Process System, and

c) to continually improve the effectiveness of the Management Process System.

d) To include determination of applicable methods including statistical techniques and the extent of their use.

8.3 Monitoring and Measurement

8.3.1 **Customer Satisfaction**

As one of the measurements of the performance of the Management Process System, the District monitors information relating to customer perception as to whether the District has fulfilled customer requirements. The methods for obtaining and using this information are specified in MPS-P007, *Customer Satisfaction Procedure.*

Note: Monitoring customer perception can include obtaining input from sources such as customer satisfaction surveys, customer data on delivered product quality, user opinion surveys, lost business analysis, compliments, warranty claims and dealer reports.

8.3.2 **Internal Audit (MPS Process Audits)**
The District conducts MPS Process Audits at planned intervals. The audits are conducted to determine whether the Management Process System:

a)   conforms to the planned arrangements, to the requirements of ISO 9001:2008, to the Management Process System requirements established by the District, and

b)   ensures that the system is effectively implemented and maintained.

The audit activity is planned, taking into consideration the status and importance of the processes and areas to be audited as well as the results of previous audits.

The audit criteria, scope, and methods are defined. The selection of auditors and the conduct of audits shall ensure objectivity and impartiality of the audit process. Auditors will not audit their own work.
The frequency of audits ensures that each department in the scope of certification and/or element of ISO 9001:2008 is audited at least once per year.
A documented procedure shall be established to define the responsibilities and requirements for planning and conducting audits, establishing records and reporting results.
Records of the audits and their results shall be maintained (see 4.3.1).

The management of the area being audited will ensure that any necessary corrections and corrective actions are taken without undue delay to eliminate detected nonconformities and their causes.

Follow-up activities will include the verification of the actions taken and the reporting of verification results per MPS-P006.

8.3.3 **Monitoring and measurement of Processes**

The District applies suitable methods for monitoring and, where applicable, measurement of the Management Process System processes.

These methods demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action shall be taken, as appropriate.

Note: When determining suitable methods, it is advisable that the District consider the type and extent of monitoring or measurement appropriate to each of its processes in relation to their impact on the conformity to product requirements and on the effectiveness of the quality management system.

8.3.4 **Monitoring and Measurement of Product**

The District monitors and measures the characteristics of the process to verify that process requirements are fulfilled. This is carried out at appropriate stages of the process realization in accordance with the planned arrangements. Evidence of conformity with the acceptance criteria shall be maintained.

Records identify personnel authorizing the approval of processes, products, and services for delivery to the customer.

The release of product and delivery of service to the customer shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the customer.

8.4   Control of Nonconforming Product

8.4.1   The District ensures that product or processes, which do not conform to requirements, are identified.

The controls and related responsibilities and authorities for dealing with nonconformance are defined in MPS-P003 and MPS-P006.

The District deals with nonconformances by one or more of the following ways:

a)   taking action to eliminate the detected nonconformity;

b)   authorizing its use, release, or acceptance under concession by a relevant authority and, where applicable, by the customer;

c)   taking action to preclude its original intended use or application.

Records of the nature of nonconformities and any subsequent actions taken including concessions obtained are maintained per MPS-P003 and MPS-P006.

When nonconformances are corrected, they are subject to re-verification to demonstrate conformity to the requirements.

When nonconformances are detected after delivery or use has started, the District shall take action appropriate to the effects or potential effects of the nonconformity.

8.5   Analysis of Data

8.5.1   The District determines, collects, and analyzes appropriate data to demonstrate the suitability and effectiveness of the Management Process System and to evaluate where continual improvement of the Management Process System can be made. This shall include data generated as a result of monitoring and measurement of the various activities within the District.

The analysis of data shall provide information relating to:

a)   customer satisfaction,

b)   conformance to customer requirements,

c)   characteristics and trends of processes and products including opportunities for preventive action, and

d)   suppliers.

The District continually improves the effectiveness of the Management Process System through the use of the quality policy, District objectives, audit results, analysis of data, corrective and preventive actions, and management review.

8.6   Improvement

8.6.1   **Continual Improvement**

8.6.2   **Corrective Action**

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The District takes actions to eliminate the causes of nonconformities in order to prevent recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered.

Corrective Action Procedure MPS-P004 has been established to define the requirements for:

a)   reviewing nonconformities (including customer complaints),

b)   determining the causes of nonconformities,

c)   evaluating the need for action to ensure that nonconformities do not recur,

d)   determining and implementing action needed,

e)   recording the results of action taken, and

f)   reviewing the effectiveness of the corrective actions taken.

8.6.3   **Preventive Action**

The District determines actions to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions are appropriate to the effects of the potential problems. Preventive actions can be determined through the following departmental actions: employee suggestions; department agenda and minutes; and MRT agenda and minutes.

Preventive Action Procedure MPS-P005 has been established to define requirements for:
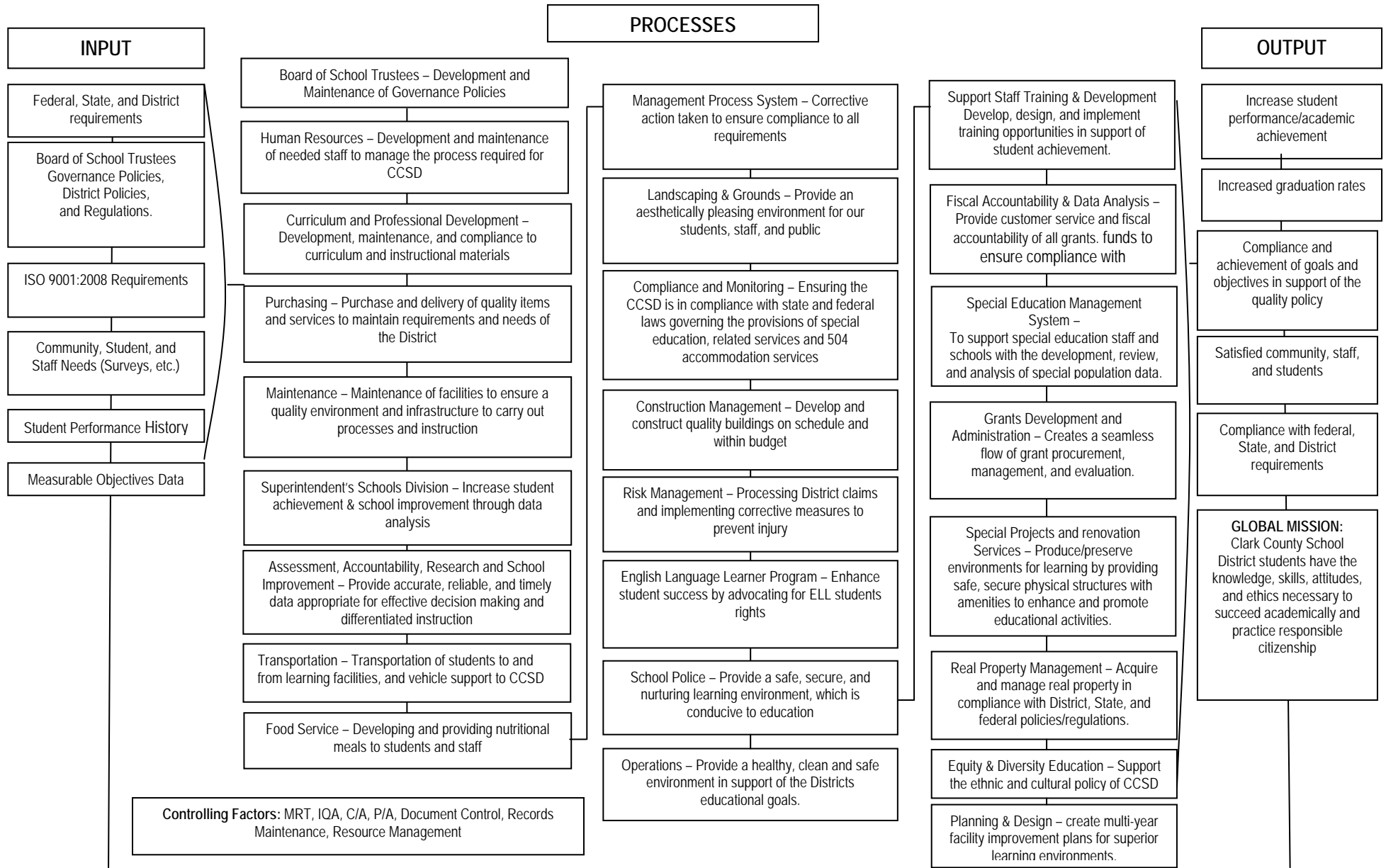
a)   determining potential nonconformities and their causes,

b)   evaluating the need for action to prevent the occurrence of nonconformities,

c)   determining and implementing the actions needed,

d)   recording the results of the actions taken, and

e)   reviewing the effectiveness of the preventive action taken.

End of Section

9.0 Sequence and Interactions of the Management Process System

INPUT

- Federal, State, and District requirements
- Board of School Trustees Governance Policies, District Policies, and Regulations.
- ISO 9001:2008 Requirements
- Community, Student, and Staff Needs (Surveys, etc.)
- Student Performance History
- Measurable Objectives Data

PROCESSES

- Board of School Trustees – Development and Maintenance of Governance Policies
- Human Resources – Development and maintenance of needed staff to manage the process required for CCSD
- Curriculum and Professional Development – Development, maintenance, and compliance to curriculum and instructional materials
- Purchasing – Purchase and delivery of quality items and services to maintain requirements and needs of the District
- Maintenance – Maintenance of facilities to ensure a quality environment and infrastructure to carry out processes and instruction
- Superintendent's Schools Division – Increase student achievement & school improvement through data analysis
- Assessment, Accountability, Research and School Improvement – Provide accurate, reliable, and timely data appropriate for effective decision making and differentiated instruction
- Transportation – Transportation of students to and from learning facilities, and vehicle support to CCSD
- Food Service – Developing and providing nutritional meals to students and staff

- Management Process System – Corrective action taken to ensure compliance to all requirements
- Landscaping & Grounds – Provide an aesthetically pleasing environment for our students, staff, and public
- Compliance and Monitoring – Ensuring the CCSD is in compliance with state and federal laws governing the provisions of special education, related services and 504 accommodation services
- Construction Management – Develop and construct quality buildings on schedule and within budget
- Risk Management – Processing District claims and implementing corrective measures to prevent injury
- English Language Learner Program – Enhance student success by advocating for ELL students rights
- School Police – Provide a safe, secure, and nurturing learning environment, which is conducive to education
- Operations – Provide a healthy, clean and safe environment in support of the Districts educational goals.

- Support Staff Training & Development Develop, design, and implement training opportunities in support of student achievement.
- Fiscal Accountability & Data Analysis – Provide customer service and fiscal accountability of all grants. funds to ensure compliance with
- Special Education Management System – To support special education staff and schools with the development, review, and analysis of special population data.
- Grants Development and Administration – Creates a seamless flow of grant procurement, management, and evaluation.
- Special Projects and renovation Services – Produce/preserve environments for learning by providing safe, secure physical structures with amenities to enhance and promote educational activities.
- Real Property Management – Acquire and manage real property in compliance with District, State, and federal policies/regulations.
- Equity & Diversity Education – Support the ethnic and cultural policy of CCSD
- Planning & Design – create multi-year facility improvement plans for superior learning environments.

Controlling Factors: MRT, IQA, C/A, P/A, Document Control, Records Maintenance, Resource Management

OUTPUT

- Increase student performance/academic achievement
- Increased graduation rates
- Compliance and achievement of goals and objectives in support of the quality policy
- Satisfied community, staff, and students
- Compliance with federal, State, and District requirements
- **GLOBAL MISSION:** Clark County School District students have the knowledge, skills, attitudes, and ethics necessary to succeed academically and practice responsible citizenship

10.0   Organizational Chart

11.0 Manual Revision History Table

Date	Revision	Description of Revision
23-May-03	A	Initial release of the document.
12-May-03	B	Added organizational structure and the sequence and interactions of the quality system to the manual. Corrected table of contents and modified general wording throughout the manual. No change in requirements.
25-Jun-04	C	Initial release of the document Modified the quality policy to be more understandable to the user. Changed "quarterly" in section 3.7.1 to "per the Management Review Procedure, MPS-P001; added "and CCSD established policies, procedures, and/or work instructions" to section 4.1.3; capitalized "ISO" in section 4.3.1.b; removed references to procedures in various sections that are not specific to ISO 9001: 2000 required procedures and replaced them with reference to the master list for those documents; corrected departmental 3-letter prefixes in sections 8.2.3 b & c; removed "GAC" from the Purchasing block in section 17.0 until this procedure is approved and released; corrected the Transportation block on the sequence and interactions in section 20.0 to be dotted instead of solid since they are not yet under the scope of certification.
29-Dec-04	D	Revised organizational structure and the sequence and interactions of the quality system to the manual. Added procedures in all areas under the scope of certification. Modified general wording throughout the manual. No change in requirements.
29-June-05	E	Revised organizational structure and 20.0.
03-Feb-06	F	Revised 8.2.3 and 17.0 and organizational structure.
12-Jul-06	G	Revised logo and organizational structure 21.0 and added new departments to 8.0.
08-Jan-07	H	Revised 10.0 measurement devices, 16.0 pictorial view of the document structure, 20.0 sequence and interactions of the MPS, and 21.0 organizational chart.
03-May-07	I	Revised 8.2 g, 16.0, 20.0 added new departments, 21.0 added Management Rep to organizational chart.
02-Jul-07	J	Revised 20.0 added new department and revised 3.2.4
07-Mar-08	K	Revised 21.0 moved EMR from under Chief of Staff to Finance & Operations, 20.0 added new department, and added revised organizational chart.
22-May-08	L	Revised 3.2.4 quality policy, 16.0 division names, 18.0 added new areas under scope, 19.0 organizational chart revised.
01-Oct-08	M	Revised Management Rep. title on cover, pg. 2-3 wording, 0.2, 4.8, and 7.1 added or revised charts, revised entire wording for 7.0.
17-Jun-09	N	Added Operations Department to 4.8, 6.3.1c.24, and 9.0

Date	Revision	Description of Revision
09-Feb-10	O	Added Equity and Diversity Education Department; Added fast fact pg 3; Revised the reference to ISO 9000:2000 changed to ISO 9000:2008
13-Jul-10	O	Added Planning and Design.
13-Aug-10	P	Revised Preventive Action 8.5.3; added "determined through departmental actions".
13-Jan-11	Q	Pending Superintendent's Approval; updated fast facts pg 3; corrected figure 1 pg 26 from 7.1.1 to 7.1.6; verified all the "(see 4.4.4)" were correct; added AARSI to 4.8 pg.17, 6.3 pg.24, and 9.0 pg. 39; Note: AARSI was formerly under Superintendent's Schools, they have not yet changed their document naming scheme; remains SSD.