

# Continuous Improvement Quality Manual



The online version of this manual is official. Therefore, all printed versions of this document are unofficial copies.

# INTRODUCTION

## A. PURPOSE

The Clarksville-Montgomery County School System (CMCSS) is a unified K-12 district providing quality education that supports students, parents and citizens of Clarksville and Montgomery County Tennessee. The system is comprised of 40 schools (K-5 Magnet School, 23 elementary, 8 middle, 7 high, with an 8<sup>th</sup> under construction, and one Middle College).

Central Office of CMCSS obtained certification to the ISO 21001:2018 standard to improve the services provided to students, schools, and the community from the Central Office through a system of continuous improvement that enhances the district's ability to consistently meet stakeholder requirements, fulfill its social responsibility to the community by providing an excellent education to its students, and continuously make improvements. This manual describes the Continuous Improvement System (CIS), which meets the requirements of ISO 21001:2018. The goal is to maximize efficiency and effectiveness with the utilization of resources in support of the district's schools, and ensure our students receive learning that satisfies their goals and promotes positive outcomes.

## B. SCOPE

The scope of the Central Office of CMCSS CIS is limited to processes at the district's Central Office and the Operations Complex in the areas of Business Affairs, Communications, Human Resources, Instruction, Operations, and Technology that facilitate effective instruction within CMCSS and its continual improvement.

## C. QUALITY POLICY

The Quality Policy for the Central Office of CMCSS is to provide Business Affairs, Communications, Human Resources, Instruction, Technology, and Operations support for our schools in achieving the district's mission, which is:

"To Educate and Empower Our Students to Reach Their Potential."

## D. INTERNAL AND EXTERNAL INFLUENCES

The leaders of the Clarksville-Montgomery County School System recognize key internal and external influences that can, and do play a relevant role in the ability of the district to achieve its mission of empowering all students to reach their potential. These influences include, but are not limited to:

### Internal:

- Employee satisfaction and retention
- Student safety and security
- Use of research-based, high-quality instructional materials
- Promoting the competence and efficacy of all employees
- Provision of resources and facilities that promote student success

### External:

- Requirements of community members
- Parent and family engagement in the learning process
- Legislative actions
- Local, State, and Federal laws and regulatory requirements
- Funding

## **E. REQUIRED PROCEDURES FOR THE OPERATION OF THE CIS**

All required procedures are accessible on the District website at [www.cmcss.net](http://www.cmcss.net).

1. Internal Quality Audits Procedure for Assurance Engagements [CIS-P001](#)
2. Quality Records [CIS-P002](#)
3. Control of Nonconforming product/service [CIS-P004](#)
4. Management Review [CIS-P006](#)
5. Document Control [CIS-P008](#)
6. Stakeholder Feedback [CIS-P009](#)
7. Internal Audits for Process Studies [CIS-P011](#)
8. Continuous Improvement Action Procedure [CIS-P012](#)

## **F. SOCIAL RESPONSIBILITY**

This section establishes the social responsibility of the Clarksville-Montgomery County School System, which recognizes the impact of its work and decision making on learners, interested parties, and the community of Clarksville and Montgomery County as a whole. The Clarksville-Montgomery County School System and its leaders and employees:

- Have a responsibility to follow all applicable laws and conduct themselves in a transparent, ethical manner that befits individuals serving in public service roles;
- Have a responsibility to contribute to the betterment of the Clarksville-Montgomery County community through facilitating the effective instruction of the students in its school system;
- Have a responsibility to ensure the equitable distribution of resources, whether through personnel, instructional materials, or other resources to promote an excellent education for students across the Clarksville-Montgomery County School System, regardless of their zip codes, and;
- Have a responsibility to ensure the wise stewardship of taxpayer funds.

## **G. MANAGEMENT RESPONSIBILITY**

This section establishes the responsibilities for the Clarksville-Montgomery County School System Senior Leadership Team. This team is composed of the Director of Schools, Chief of Staff, Chief Academic Officer, Director of High Schools, Director of Middle Schools, Director of Elementary Schools, Director of Teaching, Learning, and Innovation, Director of Accountability, Chief Human Resources Officer, Chief Operations Officer, Chief Financial Officer, Chief Technology Officer, and the Chief Communications Officer. Senior Leadership focuses on the implementation of the strategic plan through frequent communications between and among team members. On a formal basis, they meet weekly for approximately one to three hours (as needed) to explore areas of improvement in CMCSS as identified through established procedures.

## **Management Commitment**

The Senior Leadership Team provides evidence of its commitment to the development and implementation of the CIS and continually improving its effectiveness by:

- a) communicating to the staff the importance of meeting learner and other beneficiary requirements, as well as, state and federal requirements,
- b) establishing the quality policy,
- c) ensuring that quality objectives are established and reviewed for continuing stability and adequacy and when necessary, the need for change,
- d) conducting management reviews, and,
- e) ensuring the availability of resources.

## **Focus on Learners and Other Beneficiaries**

The Senior Leadership Team ensures that the requirements of learners and other beneficiaries are determined and fulfilled to enhance stakeholder satisfaction as outlined in the Stakeholder Feedback Procedure ([CIS-P009](#)). To successfully understand and satisfy both the present and prospective needs of its beneficiaries and of student expectations, Central Office of CMCSS identifies these needs and expectations and then translates them into requirements. Once related requirements are determined, Central Office of CMCSS communicates them throughout the district and focuses on related process improvements. To ensure value for all learners and beneficiaries, Central Office of CMCSS determines needs and student expectations through on-going dialogue with the community through a variety of venues to include board meetings, public engagement meetings, communication groups, focus groups, and community surveys.

## **Quality Policy**

The Senior Leadership Team uses the quality policy as a means of leading CMCSS toward improvement of its performance.

Senior Leadership ensures that the quality policy:

- a) is appropriate to the mission of the district,
- b) includes a commitment to comply with requirements and continually improve the effectiveness of the CIS,
- c) provides a framework for establishing and reviewing district goals and objectives,
- d) is communicated and understood within the district, and
- e) is reviewed for continual improvement.

## **Responsibility and Authority**

The Senior Leadership Team:

- a) ensures that responsibilities and authorities are defined and communicated within the district.
- b) defines and communicates the responsibility and authority to implement and maintain the CIS.

- c) develops organizational charts, which define the management of Central Office of Clarksville-Montgomery County School System (available on the district website).

Responsibilities are defined in job descriptions maintained by the Human Resources Department.

Key Performance Indicators (KPIs) are appropriately identified to measure the effectiveness and efficiency of services provided. Progress toward meeting these metrics are reported to the board at formal meetings. Those reports are shared through board meeting minutes and as a summary report to the public.

### **Management Representative**

The Director has appointed the Director of Continuous Improvement as the Management Representative who, irrespective of other responsibilities, has responsibility and authority that includes:

- a) ensuring that processes needed for the CIS are established, implemented and maintained,
- b) reporting to the Senior Leadership Team on the performance of the CIS and any need for improvement, and
- c) ensuring the promotion of awareness of learner and beneficiary requirements throughout the district.

This appointment is to enhance effective and efficient operation and continual improvement of the CIS.

### **Internal Communication**

The Senior Leadership Team:

- a) ensures that appropriate communication processes are established within the district and that communication takes place regarding the effectiveness of the CIS. Central Office of CMCSS accomplishes this through meetings, newsletters, a posted quality policy, the district website, and other methods.
- b) actively encourages feedback and communication from employees as a means of involving them in the district's continuous improvement efforts. Employee feedback is obtained monthly through communication groups, and bi-annually from focus groups and district surveys.

### **Management Review**

Members of the Senior Leadership Team review the district's CIS at planned intervals to ensure its continuing suitability, adequacy, and effectiveness. This review includes assessing opportunities for improvement and the need for changes to the CIS, including the quality policy and key performance indicators. Management reviews are accomplished at two levels: monthly through Cabinet meetings to establish priorities and needed resources for improvement efforts, and quarterly through Cabinet and Direct Report retreats.

Records from management reviews are maintained per the Quality Records Procedure [CIS-P002](#).

## **Management Review Inputs**

Inputs to the management review include but are not limited to information on:

- a) results of audits showing process performance and level of conformity,
- b) stakeholder feedback and related factors,
- c) process performance and conformity of products and services,
- d) nonconformities and corrective actions,
- e) status of actions from previous management reviews,
- f) changes that could affect the CIS,
- g) performance of external providers, and
- h) formative and summative assessment outcomes

## **Management Review Outputs**

The outputs from the management review include but are not limited to all decisions and actions related to:

- a) opportunities for improvement,
- b) improvement of the district based on stakeholder requirements, and
- c) resource needs.