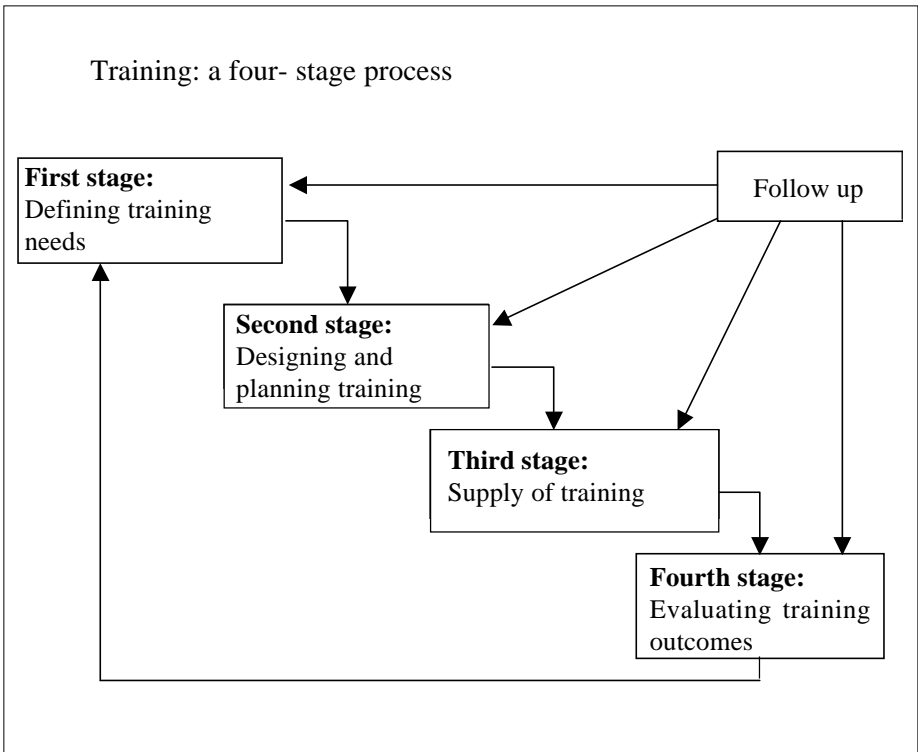


**QUALITY MANAGEMENT
GUIDELINES FOR TRAINING. ISO 10015:1999**

This standard is designed with the purpose of guiding and supporting organizations in the identification and analysis of their training needs, the design and plan of training, the evaluation of training results, and the monitoring and improvement of the training process in order to achieve its objectives. In its presentation, the contribution of training to the process of continual improvement is highlighted.

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The standard defines the scope, the regulative references, the terms and definitions. It describes the general guidelines regarding personnel training of an organization (training understood as a four stages process), training purchase, personnel involvement and finally the four stages of the training processes are detailed.

The four stages of the training process (ISO 10015:1999)

Stage 1: Defining training needs

The organization should define the competencies needed for each task that affects the quality of products, assess the competency of the personnel to perform the task, and develop plans to close any competency gaps that may exist. The definition should be based on an analysis of present and expected needs of the organization compared with the existing competencies of its personnel.

Stage 2: Designing and planning training

The design and plan stage provides the basis for the training plan specification. It implies that defining relevant items (legal, financial and availability aspects) which constrain the training process should be determined and listed in order to design resources.

Stage 3: supply of training

The responsibility of the training provider is to carry out all the activities specified for the delivery of the training in the training plan specification. As well as providing the resources necessary to secure the services of the training providers, the role of the organization in supporting and facilitating the training might include supporting both the trainer and the trainee and monitoring the quality of the training delivered. The training support may include activities such as providing relevant tools, equipment, documentation, software or accomodation to the trainee or the trainer, providing adequate opportunities for the trainee to apply the competence being developed and giving feedback on task performance as requested by the trainer and/or trainee.

Stage 4: Evaluating training outcomes

The purpose is to confirm that both organizational and training objectives have been met. Within a specified a specified time period after the trainee has completed the training, the management of the organization should ensure that an evaluation takes place to verify the level of competence achieved. Evaluations should be carried out on both short- term and long-term basis and should include the collection of data and the preparation of an evaluation report which also provides an input to the monitoring process.

Monitoring and improving the training process

The main purpose is to ensure that the training process, as part of the organization's quality system, is being managed and implemented as required so as to provide objective evidence that the process is effective in meeting the organization's training requirements. Monitoring involves reviewing the entire training process at each of the four stages and the identification of further opportunities for improving effectiveness of any stage. Appropriate records should be maintained of the various monitoring and evaluation activities conducted.

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The ISO 10015:1999 standard does not add or modify the requirements of the ISO 9000:2000 standard. It is a guidance on educational and training aspects included in the standard requirements. It contains recommendations for the development, implementation, maintenance and improvement of strategies and systems for training that affect the quality of products. It can be applied to any type of organization, such as educational organizations, to achieve the training needs of its own personnel.