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PROCESS MANAGEMENT SYSTEM MANUAL



Business Services Division Dougherty County School System

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SECTION 0

INTRODUCTION

A. PURPOSE

The Dougherty County School System Business Services Division is committed to providing quality service that supports the staff, students, parents and the community as a whole.

The DCSS Business Services Division obtained ISO 9001:2008 certification as a result of feedback from customers and the staff to improve the services provided. ISO 9001 provides a system of process management that enhances our ability to consistently meet customer requirements and to continuously improve the system. This manual describes the Dougherty Process Management System. Our goal is to maximize efficiency with the utilization of resources in support of the school system.

END OF SECTION 0

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SECTION 1

SCOPE

A. PURPOSE

This section establishes the scope of the Business Services Division of the Dougherty Process Management System (DPMS).

B. REFERENCE DOCUMENTS

ISO 9001:2008 Clause 1

C. DEFINITIONS

See DPMS Manual Section 3 for terms and definitions.

D. REQUIREMENTS

This Manual specifies the requirements by which the Business Services Division of the Dougherty County School System:

- a) demonstrates its ability to consistently provide service that meets customer and applicable regulatory requirements, and
- b) aims to enhance customer satisfaction through the effective application of the DPMS, including processes for continual improvement of the system and the assurance of conformity to customer and applicable regulatory requirements.

The scope of the Dougherty Process Management System is as follows: ***"Provision for supplying Child Nutrition, Finance, Facilities/Capital Projects, School Police, Human Resources, Management Information Services, Purchasing, Supply Services, and Transportation to the Dougherty County School System Customer"***

E. RESPONSIBILITIES

Responsibilities and authorities are defined in each section of this Manual.

F. RECORDS

None.

END OF SECTION 1

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SECTION 2

NORMATIVE REFERENCE

A. PURPOSE

This section establishes the normative reference used for the Business Services Division of the Dougherty Process Management System (DPMS).

B. REFERENCE DOCUMENTS

ISO 9001:2008 Quality Management System - Fundamentals and Vocabulary DPMS Manual Section 3.

C. DEFINITIONS

See DPMS Manual Section 3 for terms and definitions.

D. REQUIREMENTS

The definitions and fundamentals upon which the Business Services Division of the Dougherty Process Management System (DPMS) is established are defined.

E. RESPONSIBILITIES

Responsibilities and authorities are defined in each section of this Manual.

F. RECORDS

None.

END OF SECTION 2

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SECTION 3

TERMS AND DEFINITIONS

AUDIT – Systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled.

AUDIT CRITERIA – Set of policies, procedures or requirements used as a reference.

AUDIT CONCLUSION – Outcome of an audit provided by the audit team after consideration of the audit objectives and all audit findings.

AUDIT EVIDENCE - Records, statements of fact or other information, which are relevant to the audit criteria and verifiable.

AUDIT FINDING – Results of the evaluation of the collected audit evidence against audit criteria. (NOTE: Audit findings can indicate either conformity or nonconformity with audit criteria, or opportunities for improvement).

AUDIT TEAM – One or more auditors conducting an audit.

AUDITEE – Department being audited.

AUDITOR – Person with the competence to conduct an audit.

BUSINESS SERVICES DIVISION (BSD) - Child Nutrition, Finance, Facilities/Capital Projects, School Police, Human Resources, Management Information Services, Purchasing, Safety, Supply Services, and Transportation.

CAPABILITY - Ability of an organization, system, or process to realize a product that will fulfill the requirements for that product.

COMPETENCE – Demonstrated ability to apply knowledge and skills.

CONFORMITY – Fulfillment of a requirement.

CONTINUAL IMPROVEMENT – A recurring activity to increase the ability to fulfill requirements.

CORRECTION – Action taken to eliminate a detected nonconformity.

CORRECTIVE ACTION - Action to eliminate the cause of a detected nonconformity or other undesirable situation (NOTE: There is a distinction between correction and corrective action).

CUSTOMER – Organization or person that receives a product or service.

CUSTOMER SATISFACTION – Customer’s perception of the degree to which the customer’s requirements have been fulfilled.

DCSS – Dougherty County School System.

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DESIGN AND DEVELOPMENT – Set of processes that transform requirements into specified characteristics or into the specification of a product, process or system.

DOCUMENT – Information and its supporting medium.

DPMS – Dougherty Process Management System.

EFFECTIVENESS - Extent to which planned activities are realized and planned results are achieved.

FOLLOW-UP AUDIT - A special audit performed to verify that corrective action has been implemented as scheduled and that the action was effective in preventing or minimizing recurrence.

INFORMATION - Meaningful data.

INFRASTRUCTURE - System of facilities, equipment and services needed for the operation of an organization.

INSPECTION – Conformity evaluation by observation and judgment accompanied, as appropriate, by measurement, testing or gauging.

INSPECTION RECORD - Document stating results (data) concerning inspection activities.

LEAD AUDITOR - The individual who manages the audit team during an audit.

MANAGEMENT SYSTEM – A system to establish policy and objectives and to achieve those objectives.

MANAGEMENT REVIEW TEAM – Management Representatives, and representatives from each department certified under ISO 9001:2008 in the DPMS.

NONCONFORMITY – Non-fulfillment of a requirement.

OBJECTIVE EVIDENCE – Data supporting the existence or verity of something.

OBSERVATION – A concern or weakness detected in an element in the management system, but is not a nonconformance; a condition that may become a nonconformance if not addressed; an opportunity for improvement.

OPENING MEETING - The introductory meeting between the auditor(s) and the auditee's representative, at which time the overview of the planned audit is presented.

ORGANIZATION – Group of people and facilities with an arrangement of responsibilities, authorities and relationships.

ORGANIZATIONAL STRUCTURE – Arrangement of responsibilities, authorities and relationships between people.

PREVENTIVE ACTION – Action to eliminate the cause of a potential nonconformity or other undesirable potential situation (NOTE: Preventive action is taken to prevent occurrence, whereas corrective action is taken to prevent recurrence).

PROCEDURE - Specified way to carry out an activity or process.

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PROCESS – Set of interrelated or interacting activities which transforms inputs into outputs (NOTE 1: Inputs to a process are generally outputs from other processes; NOTE 2: Processes in an organization are generally planned and carried out under controlled conditions to add value; NOTE 3: A process where the conformity of the resulting product cannot be readily or economically verified is frequently referred to as a “special process”).

PROCESS MANAGEMENT SYSTEM – A management system to direct and control an organization with regard to quality.

PROCESS MANUAL - Document specifying the quality management system of the organization/Business Services Division operations.

PRODUCT – Result of a process.

PROJECT – Unique process, consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including the constraints of time, cost and resources.

QUALITY – Degree to which a set of inherent characteristics fulfills requirements.

QUALITY ASSURANCE – Part of quality management focused on providing confidence that quality requirements will be fulfilled.

QUALITY CONTROL – Part of quality management focused on fulfilling quality requirements.

QUALITY IMPROVEMENT – Part of quality management focused on increasing the ability to fulfill quality requirements.

QUALITY OBJECTIVE - Something sought, or aimed for, related to quality (NOTE 1: Quality objectives are generally based on the organization’s quality policy; NOTE 2: Quality objectives are generally specified for relevant functions and levels in the organization).

QUALITY PLANNING – Part of quality management focused on setting quality objectives and specifying necessary operational processes and related resources to fulfill the quality objectives.

QUALITY POLICY - The overall intentions and direction of an organization related to quality as formally expressed by top management.

RECORD - Document stating results achieved or providing evidence of activities performed.

REQUIREMENT - Need or expectation that is stated, generally implied or obligatory.

RESOURCES - People, time, money, buildings, equipment and support activities, as necessary, that may be applied to a specific project, product, process and/or contract in order to fulfill requirements.

REVIEW – Activity undertaken to determine the suitability, adequacy and effectiveness of the subject matter to achieve established objectives.

ROOT CAUSE - The fundamental deficiency that results in a nonconformance that must be eliminated through corrective action to prevent recurrence of the same or similar nonconformance.

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ROOT CAUSE ANALYSIS - Investigation to determine the fundamental deficiency that resulted in nonconformity.

SERVICE – The result of at least one activity necessarily performed at the interface between the supplier and the customer and is generally intangible. Provision of a service can involve: 1) Activity performed on a customer-supplied tangible product, 2) Activity performed on a customer-supplied intangible product, 3) Delivery of an intangible product, 4) Creation of ambience for the customer.

SPECIFICATION – Document stating requirements.

STAKEHOLDERS –Staff, community, parents, students.

SUPPLIER – Organization or person that provides a product or service.

SYSTEM - Set of interrelated or interacting elements.

TRACEABILITY - Ability to trace the history, application, or location of that which is under consideration.

VALIDATION – Confirmation, through the provision of objective evidence that the requirements for a specific intended use or application have been fulfilled.

VERIFICATION – Confirmation, through the provision of objective evidence that specified requirements have been fulfilled.

WORK ENVIRONMENT - Set of conditions under which work is performed (NOTE: Conditions include physical, social, psychological and environmental factors (temperature, recognition schemes, ergonomics and atmospheric composition).

RESPONSIBILITIES

Co-Management Representatives

RECORDS

None

END OF SECTION 3

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SECTION 4

PROCESS MANAGEMENT SYSTEM

A. PURPOSE

This section establishes the requirements for the Business Services Division of the Dougherty County School System Process Management System and ensures that all processes in the school system are described and interfaced.

B. REFERENCE DOCUMENTS

ISO 9001:2008

Document Control Procedure (DPM-P002)

Quality Records Procedure (DPM-P003)

Management Review Procedure (DPM-P001)

C. DEFINITIONS

See DPM Manual Section 3 for terms and definitions.

D. REQUIREMENTS

4.0 DOCUMENTATION REQUIREMENTS

4.1 General Requirements:

Business Services Division of DCSS has established, documented and maintains a Process Management System and continually improves its effectiveness in accordance with the requirements of ISO 9001:2008.

Business Services Division maintains its DPMS by:

- a) Identified processes needed for the Dougherty Process Management System and their application throughout the Business Services Division. These processes (per each department) are identified in section 6.3 of this quality manual.
- b) Determined the sequence and interaction of these processes. This requirement is addressed through Exhibit "A" following this section as well as flowcharts, documented procedures and work instructions (where needed).
- c) Determined the criteria and methods needed to ensure that both the operation and control of these processes are effective.
- d) Ensure the availability of resources and information necessary to support the Business Services Division as well as monitoring of these processes through internal quality audits, customer surveys and management review team meetings.
- e) Monitor, measure and analyze these processes.
- f) Implement actions necessary to achieve planned results and continual improvement of the processes.

These processes are managed by BSD in accordance with the requirements of ISO 9001:2008.

Where BSD chooses to outsource any process that affects product/process conformity with requirements, BSD shall ensure control over such processes. Control of such

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outsourced processes shall be identified within the Dougherty Process Management System.

4.2 Requirements for Documentation

4.2.1 General

The Process Management System documentation includes the following:

- a) documented statements of quality policy and quality objectives;
- b) a Quality Manual;
- c) documented procedures required by ISO 9001:2008 and Business Services Division that are referenced at the beginning of each section of this manual;
- d) documents needed by the Business Services Division to ensure the effective planning, operation and control of its processes; and
- e) quality records required by ISO 9001:2008 and Business Services Division policies, procedures and/or work instructions referenced within the documents.

4.2.2 Quality Manual

This manual has been developed, implemented and is being maintained defining the requirements of ISO 9001:2008 and Business Services Division requirements. This manual includes:

- a) The scope of the Dougherty Process Management System is as follows: ***"Provision for supplying Child Nutrition, Finance, Facilities/Capital Projects, School Police, Human Resources, Management Information Services, Purchasing, Supply Services, and Transportation to the Dougherty County School System Customer"***.
- b) The documented procedures required to meet the requirements of ISO 9001:2008 are referenced within the appropriate sections of this manual.
- c) The interactions of the Dougherty Process Management System are identified in Exhibit "A" .
- d) The Process Management System Manual is updated/revised if and as needed to reflect the current process system. The manual with the latest and most current revisions can be found on the DCSS web site.
- e) Curriculum and Instructional departments are not a part of the scope of certification. Curriculum and Instruction is mandated by the Georgia Department of Education.
- f) The Police Department process is defined in the DCSS Police Policy and Procedures Manual (POL-M001) due to the large number of rules and regulations that must be addressed. Therefore, the Police Department has provided this manual.

4.2.3 Control of Documents

Documents required by the Process Management System are controlled. DPM-P002 has been established to define the controls needed to:

- a) approve documents for accuracy prior to issue,
- b) review and update as necessary and re-approve documents,

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- c) ensure that changes and the current revision status of documents are identified,
- d) ensure that relevant versions of applicable documents are available at points of use,
- e) ensure that documents remain legible and readily identifiable,
- f) ensure that documents of external origin are identified and their distribution controlled, and
- g) prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose.
- h) Documents without control numbers are date controlled.

4.2.4 Control of Records

Quality records are established and maintained to provide evidence of conformity to requirements and of the effective operation of the Process Management System. Quality records remain legible, readily identifiable and retrievable. DPM-P003 has been established to define the controls needed for the identification, storage, protection, retrieval, retention time and disposition of quality records.

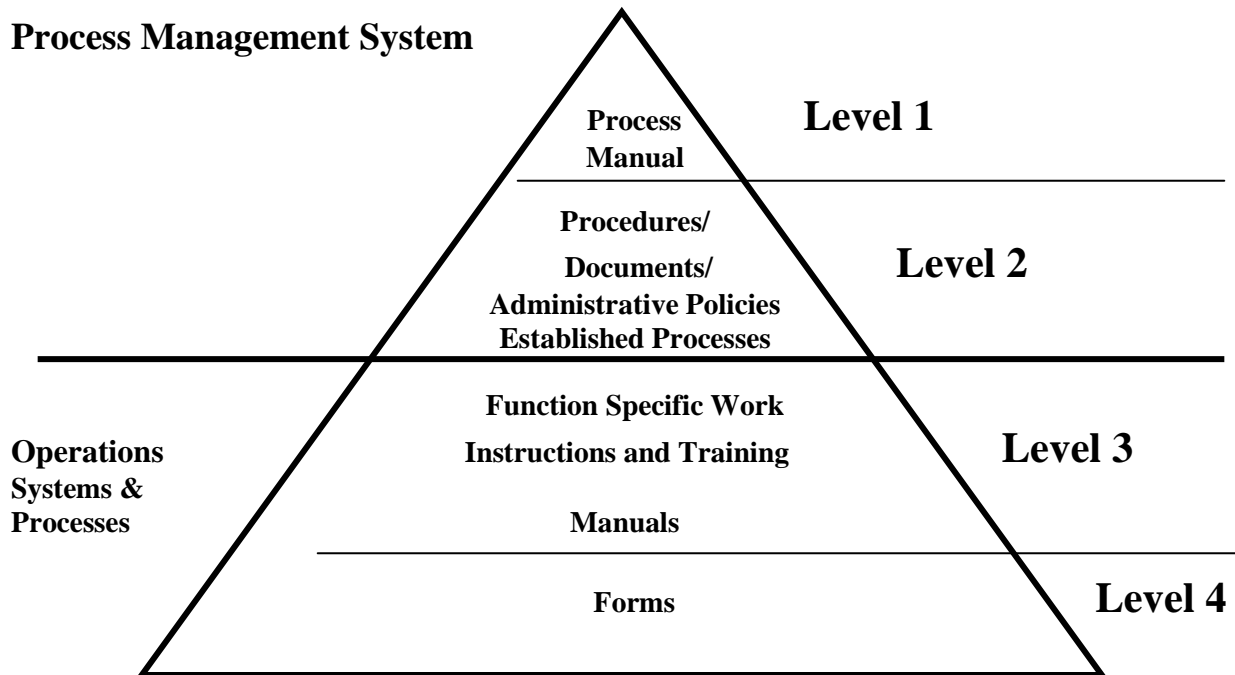
4.3 Process Management System Planning

Business Services Division management has ensured that the planning of the Process Management System is carried out in accordance with documented procedures and/or work instructions in order to meet the requirements of element 4.1 of ISO 9001:2008. The integrity of the Process Management System is maintained when changes are planned and implemented.

4.4 Documentation Structure

The diagram below outlines the structure of the BSD of the Process Management System:

Process Management System



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Records Required by ISO 9001 and/or System

Level 5

E. RESPONSIBILITIES

Co-Management Representatives

F. RECORDS

None

END OF SECTION 4

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SECTION 5

MANAGEMENT RESPONSIBILITY

A. PURPOSE

This section is developed to establish the responsibilities for the Business Services Division of the Dougherty County School System top management personnel. This team is composed of the Executive Director of Business Services, Human Resources Director, Assistant Finance Director, Management Information Director, Chief of Police, Supply Services/Purchasing Director, Assistant Directors of Facilities/Capital Projects, Director of Transportation, Director of Child Nutrition and Management Representatives.

B. REFERENCE DOCUMENTS

ISO 9001:2008
Process Manual Section 6
Management Review (DPM-P001)

C. DEFINITIONS

See DPMS Manual Section 3 for terms and definitions.

D. REQUIREMENTS

5.0 MANAGEMENT RESPONSIBILITY:

5.1 Management Commitment

Business Services Directors provide evidence of their commitment to the development and implementation of the Dougherty Process Management System and continually improving its effectiveness by:

- a) communicating to the Business Services Division the importance of meeting customer as well as state and federal requirements;
- b) establishing the quality policy;
- c) ensuring that quality objectives are established;
- d) conducting management reviews; and
- e) ensuring the availability of resources.

5.2 Customer Focus

The Management Review Team ensures that customer requirements are determined and fulfilled with the aim of enhancing customer satisfaction.

5.3 Quality Policy

Business Services Directors ensures that the quality policy:

- a) is appropriate to the purpose of the Business Services Division;
- b) includes a commitment to comply with requirements and continually improve the effectiveness of the Dougherty Process Management System;
- c) provides a framework for establishing and reviewing quality objectives (also referred to as "measurable objectives")

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- d) is communicated and understood within the Business Services Division,
- e) is reviewed for continuing suitability
- f) The quality policy for the Business Services Division is as follows:

"We are committed to providing the highest quality of services to our customers in compliance with requirements. We will achieve this through monitoring and continuously improving our performance based on Business Services Division objectives and customer needs."

5.4 Planning

5.4.1 Quality Objectives

Business Services Directors ensure that quality objectives, including those needed to meet customer requirements are established at relevant functions and levels within the Business Services Division. The quality objectives are measurable and consistent with the quality policy.

5.4.2 DPMS Planning

Planning focuses on defining processes that effectively and efficiently meet the quality objectives and requirements consistent with strategies of the BSD.

- a) the planning of the DPMS is carried out in accordance with documented procedures and/or work instructions in order to meet the requirements of clause 4.1 of ISO 9001:2008, and
- b) the integrity of the DPMS is maintained when changes to the DPMS are planned and implemented.

5.5 Responsibility, Authority and Communication

5.5.1 Responsibility and Authority

- a) Business Services Directors ensures that responsibilities and authorities are defined and communicated within the Business Services Division.
- b) Responsibilities are defined in job descriptions maintained by the Human Resources Department and the Executive Secretary.
- c) An organizational chart defining the management of the Business Services Division is located in this manual at the end of Section 5.

5.5.2 Management Representatives

The Executive Director, Business Services has appointed the Budget Coordinator and Executive Secretary, as Co-Management Representatives who, irrespective of other responsibilities, have responsibility and authority that includes:

- a) ensuring that processes needed for the Dougherty Process Management System are established, implemented and maintained,
- b) reporting to the Management Review Team on the performance of the Dougherty Process Management System including any needs for improvement, and
- c) ensuring the promotion of awareness of customer requirements throughout the Business Services Division.

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This appointment is to enhance effective and efficient operation and improvement of the Process Management System.

5.5.3 Internal Communication

Business Services Directors ensure that appropriate communication processes are established within the Business Services Division and that communication takes place regarding the effectiveness of the Dougherty Process Management System. This is accomplished through the following:

- a) The Strategic Plan
- b) The Media
- c) The Annual Financial Report
- d) Staff meetings, Board of Education minutes
- e) DCSS Website

5.6 Management Review

5.6.1 General

Business Services Directors shall review the Business Services Division's Process Management System, at least quarterly; to ensure its continuing suitability, adequacy and effectiveness. This review includes assessing opportunities for improvement and the need for changes to the Dougherty Process Management System, including the quality policy and quality objectives.

5.6.2 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) customer feedback and related factors,
- c) process performance to requirements,
- d) status of corrective and preventive actions,
- e) follow-up actions from previous management reviews,
- f) changes that could affect the DPMS,
- g) recommendations for improvement.

5.6.3 Management Review Outputs

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

- a) improvement of the effectiveness and efficiency of the DPMS and its processes,
- b) improvement of processes related to customer requirements, and
- c) resource needs.

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D. RESPONSIBILITIES

Executive Director, Finance & Operational Services, Business Services Directors and Co-Management Representatives

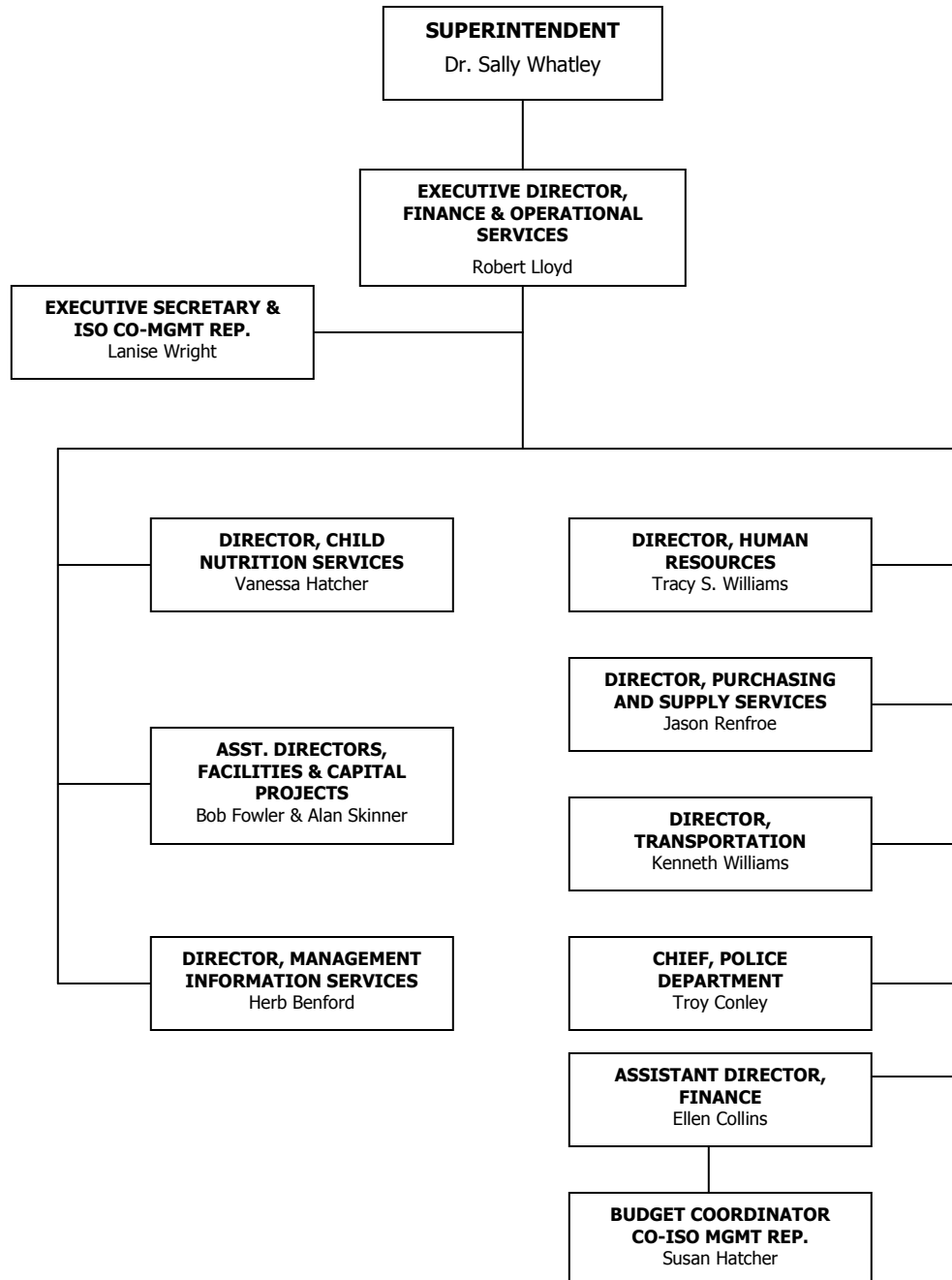
E. RECORDS

None.

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ORGANIZATIONAL STRUCTURE



END OF SECTION 5

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SECTION 6

RESOURCE MANAGEMENT

A. PURPOSE

This section establishes the requirements for management of the resources that are essential to the implementation and continual improvement of the Dougherty Process Management System (DPMS).

B. REFERENCE DOCUMENTS

ISO 9001:2008

Advertised Position Hiring Process (HRS-P001)

Application Process (HRS-P002)

Job Requisition (HRS-F001)

C. DEFINITIONS

See DPMS Manual Section 3 for terms and definitions.

D. REQUIREMENTS

6.0 RESOURCE MANAGEMENT

6.1 Provision of Resources

The Business Services Division determines and provides the resources needed for all departments in the administration area of Business Services Division to:

- a) implement and maintain the Dougherty Process Management System and continually improve its effectiveness, and
- b) enhance customer satisfaction by meeting customer requirements.
- c) the resources needed for all departments are identified by the department's organizational structure. These organizational structures are located on the Business Services Division's web site for the Dougherty Process Management System.

6.2 Human Resources

6.2.1 General Requirements

Personnel performing work affecting product/process quality are competent on the basis of appropriate education, training, skills and experience.

6.2.2 Competence, Awareness and Training

The Business Services Division of the DCSS:

- a) determines the necessary competence for personnel performing work affecting product/process quality through job descriptions outlining required performances,
- b) provides training or takes other actions to satisfy these needs,
- c) evaluates the effectiveness of the actions taken through performance reviews,

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- d) ensures that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the Business Services Division objectives, and
- e) maintains appropriate records of education, training, skills and experience.

6.3 Infrastructure

The Business Services Division determines, provides and maintains the infrastructure needed to achieve conformity to Business Services Division requirements. Infrastructure includes:

- a) buildings, workspace and associated utilities,
- b) process equipment, both hardware and software, and
- c) core services and supporting services to ensure the effective functioning of the Business Services Division include the following processes and/or departments within the scope of the Dougherty Process Management System ISO 9001 Certification:
 - Business Services (BUS): To plan, coordinate, manage, and implement all business and financial matters pertaining to the operation and capital outlay needs of the Dougherty County School System.
 - Finance Services (FIN): To assist in maintaining an accurate and cost-effective system for the receipt, control, disbursement, and accounting of all funds, for the provision of useful management information for the School Board and staff, which will be consistent with federal and state requirements and generally accepted accounting principles.
 - Payroll (PAY): To plan, coordinate and manage the school system's payroll operations to ensure the efficient and effective functioning of the Payroll Department.
 - Benefits (BEN): To develop, organize, manage, process, and communicate the necessary information to maintain contractual and legal requirements and financial management of employee benefits.
 - Human Resources Services (HRS): To attract, recruit and retain the most qualified staff and the maintenance of personnel records including documentation of job descriptions, training and certification.
 - Dougherty Process Management System (DPM) – The management of the process management system as it relates to the requirements of ISO 9001, including the structure of the system, document control, corrective and preventive action, control of non-conformances, and auditing the process management system, continuous improvement, and decision making.
 - Facilities & Capital Projects (FAC): The management and support for work order maintenance related activities, including preventive/planned maintenance and capital projects and the maintenance of regular audits of all buildings to reduce unnecessary waste of energy.
 - Management Information Services (MIS): The technical support to the Dougherty County School System for computer-related technology.
 - Transportation Services (TRS): The management of transporting students to and from school, the purchase of vehicles for transportation, use of Business Services

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Division vehicles, the management of the Drug and Alcohol Testing Program and the training of individuals transporting students.

- Supply Services (SUP): The management of receiving, storing and delivery of purchased items within the Dougherty County School System.
- Purchasing Services (PUR): The processing of requisitions into purchase orders, issuance of the purchase order as well as vendor (supplier) maintenance.
- Child Nutrition Services (CNS): The management of the free and reduced lunch program and providing healthy and nutritious meals.
- Police Department (POL): To provide protection for all students, staff, and visitors to our schools, as well as provide for the safety and security of all system facilities and assets.

The interaction of the above processes is documented in Exhibit "A" of this manual.

6.4 Work Environment

The Business Services Division has determined and manages the work environment needed to achieve conformity to requirements. This is accomplished through the continuous improvement planning process, management reviews, and maintenance and operations.

E. RESPONSIBILITIES

Executive Director of Business Services, Director of Human Resources, Assistant Directors of Facilities/Capital Projects, Co-Management Representatives, Director of Management Information Services.

F. RECORDS

Related education, training, skills and experience of personnel performing work affecting product quality is maintained in the employee's official Personnel File or by the employee's Department Director.

END OF SECTION 6

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SECTION 7

PROCESS REALIZATION

A. PURPOSE

The purpose of this section is to establish the processes needed to ensure product realization based on the needs and quality objectives of Business Services Division of DCSS and to continue to satisfy its customers.

B. REFERENCE DOCUMENTS

ISO 9001:2008

Purchasing Requisition Process (PUR-P002)

Vendor Evaluation Process (PUR-P004)

C. DEFINITIONS

See DPMS Manual Section 3 for terms and definitions.

D. REQUIREMENTS

7.0 PROCESS REALIZATION

7.1 Planning of Process Realization

The Business Services Division shall plan and develop the processes needed for process realization. Planning of process realization is consistent with the requirements of the other processes of the Dougherty Process Management System.

In planning process realization, the Business Services Division shall determine the following, as appropriate:

- a) quality objectives and requirements for the Business Services Division;
- b) the need to establish processes, documents, and provide resources specific to the process;
- c) required verification, validation, monitoring, inspection and test activities specific to the process and the criteria for process acceptance;
- d) records needed to provide evidence that the realization processes and resulting product fulfill requirements.

The output of this planning is coordinated through departmental meetings, process procedures, work instructions and reviewed during management reviews.

7.2 Customer Related Processes

The Business Services Directors shall ensure that customer requirements are determined and fulfilled with the aim of enhancing customer satisfaction.

7.2.1 Determination of Customer Requirements

The Business Services Division shall determine:

- a) requirements specified by the customer,
- b) requirements not stated by the customer but necessary for specified use or known and intended use,
- c) state and federal requirements related to the product, and

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d) any additional requirements determined by the Business Services Division.

7.2.2 Review of Customer Requirements

The Business Services Division shall review the requirements related to the needs of their customers through customer satisfaction surveys and strategic planning. This review is conducted at least annually to establish the commitment to supply the resources needed to ensure quality service for all customers of the Business Services Division. This review ensures that:

- a) customer requirements are defined,
- b) concerns of the Business Services Division are addressed, and
- c) the Business Services Division has the ability to meet the defined requirements per customer surveys and ISO 9001 requirements.

Records of the results of the review and actions arising from the review are maintained through customer survey review results.

7.2.3 Customer Communication

The Business Services Division shall determine and implement effective arrangements for communicating with customers in relation to the service provided, changes, and customer feedback including customer complaints. Records of the results of the review of changes and any necessary actions are maintained.

7.3 Design and Development

7.3.1 Design and Development Planning

Business Services staff plans and controls the design and development used in the Business Services Division. During the design and development planning, Business Services determines:

- a) the design and development stages,
- b) the review, verification and validation appropriate to each design and development stage, and
- c) the responsibilities and authorities for design and development.

Business Services manages the interfaces between different groups involved in design and development to ensure effective communication and clear assignment of responsibility.

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

7.3.2 Design and Development Inputs

Inputs relating to requirements are determined and records maintained. These include:

- a) functional and performance requirements,
- b) applicable statutory and regulatory requirements,

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- c) where applicable, results derived from review of previous similar designs,
- d) other requirements essential for design and development.

These inputs are reviewed for adequacy. Requirements are complete, unambiguous and not in conflict with each other.

7.3.3 Design and Development Outputs

The outputs of design and development are provided in a form that enables verification and validation against the design and development input and are approved prior to release.

Design and development outputs:

- a) meet the input requirements for design and development,
- b) provide appropriate information for purchasing, and for service provision,
- c) contain or reference outcome acceptance criteria, and
- d) specify the characteristics that are essential for its effective implementation.

7.3.4 Design and Development Review

At suitable stages, systematic reviews of design and development are conducted:

- a) to evaluate the ability of the results of design and development to fulfill requirements, and
- b) to identify any problems and propose necessary actions.

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

7.3.5 Design and Development Verification

Verification is performed to ensure that the design and development output have satisfied the design and development input requirements. Records of the results of the verification and any necessary actions are maintained.

7.3.6 Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting design is capable of fulfilling the requirements for the specified or known intended use of application. Records of the results of the validation and any necessary actions are maintained.

7.3.7 Control of Design and Development Changes

Design and development changes are identified and records are maintained. The changes are reviewed, verified, and validated, as appropriate, and approved before implementation.

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7.4 Purchasing

7.4.1 Purchasing Process

The Business Services Division shall ensure that purchased product conforms to specified purchase requirements. The type and extent of control applied to the supplier and the purchased product is dependent upon the effect of the purchased product on subsequent product realization or the final product.

The Business Services Division shall evaluate and select suppliers based on their ability to supply product or service in accordance with requirements.

Criteria for selection and evaluation of suppliers have been established. Records of the results of evaluations and any necessary actions arising from the evaluation are maintained.

7.4.2 Purchasing Information

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

- a) requirements for approval of product, procedures, processes and equipment,
- b) requirements for qualification of personnel,
- c) Process Management System requirements.

The Business Services Division shall ensure the adequacy of specified purchase requirements prior to their communication to the supplier.

7.4.3 Verification of Purchased Product

The Business Services Division has established and implemented the activities necessary for ensuring that purchased product or services meet Business Services Division requirements.

Where the Business Services Division or its customer intends to perform verification at the supplier's premises, the Business Services Division shall state the intended verification arrangements and method of product release in the purchase order.

7.5 Process and Service Provision

7.5.1 Control of Process and Service Provision

As one of the measurements of the performance of the Process Management System, the Business Services Division shall monitor information relating to customer perception as to whether they have fulfilled customer requirements. In providing acceptable service to customers, DCSS Business Services Division control operations through documented procedures outlined in the Process Management System Manual.

Business Services shall plan and carry out the processes under controlled conditions. Controlled conditions shall include, as applicable, the:

- a) availability of information that describes the characteristics of the process,
- b) availability of work instructions, as necessary,
- c) use of suitable equipment (where applicable),
- d) the availability and use of monitoring and measuring devices,

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- e) implementation of monitoring and measurement, and
- f) the implementation of release and delivery of the processes.

7.5.2 Validation of Processes and Service Provision

DCSS Business Services Division validates processes through monitoring and measurement and internal auditing to ensure compliance. Validation demonstrates the ability of these processes to achieve planned results.

DCSS Business Services Division establishes arrangements for these processes including the following, 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 quality records (per procedures and instructions),
- e) revalidation.

7.5.3 Identification and Traceability

Where appropriate, the Business Services Division shall identify the product and/or process by suitable means throughout process realization.

The Business Services Division shall identify the product and/or process status with respect to monitoring and measurement requirements.

Where traceability is a requirement, the responsible party controls and records the unique identification of the product.

7.5.4 Customer Property

DCSS Business Services Division will preserve any and all information obtained by its customer in a safe and secure manner and treated with confidentiality. Customer Property may include any information received from employee and potential employees.

7.5.5 Preservation Of Product

DCSS Business Services Division shall preserve the conformity of product during internal processing and delivery to the intended destination. This preservation includes identification, handling, packaging, storage and protection of all products.

7.6 Control of Monitoring and Measurement Devices

Where necessary to ensure valid results, measuring equipment is:

- a) calibrated or verified at prescribed intervals, or prior to use, against measurement standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification shall be recorded;
- b) adjusted and readjusted as necessary;
- c) identified to enable the calibration status to be determined;
- d) safeguarded from adjustments that would invalidate the measurement result; and
- e) protected from damage and deterioration during handling, maintenance and storage.

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In addition, the BSD will assess and record the validity of previous measuring results when the equipment is found not to conform to requirements. The BSD will take appropriate action on the equipment and any product affected. Records of the results of calibration and verification are maintained.

When used in the monitoring and measurement of product, the ability of computer software to satisfy the intended application shall be confirmed. This shall be undertaken prior to initial use and reconfirmed as necessary.

E. RESPONSIBILITIES

Director of Supply Services/Purchasing, Assistant Director of Purchasing, Director of MIS

F. RECORDS

Vendor Evaluation Forms
Results of calibration and verification

END OF SECTION 7

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SECTION 8

MEASUREMENT, ANALYSIS AND IMPROVEMENT

A. PURPOSE

The purpose of this section is to establish the manner in which Business Services measures, analyzes and improves the processes that are used to meet the quality objectives as well as ensure customer satisfaction.

B. REFERENCE DOCUMENTS

ISO 9001:2008
Internal Quality Audits (DPM-P007)
Control of Non-conformances (DPM-P004)
Corrective Action (DPM-P005)
Preventive Action (DPM-P006)
Customer Survey

C. DEFINITIONS

See DPMS Manual Section 3 for terms and definitions.

D. REQUIREMENTS

8.0 PROCESS/PRODUCT MONITORING AND ANALYSIS:

8.1 General Requirements

The Business Services Division has planned and implemented the monitoring, measurement, analysis and improvement processes needed:

- a) to demonstrate conformity of the service provided,
- b) to ensure conformity of the Dougherty Process Management System, and
- c) to continually improve the effectiveness of the Dougherty Process Management System.

This includes the determination of applicable methods, including statistical techniques, and the extent of their use.

8.2 Monitoring & Measurement

8.2.1 Customer Satisfaction

As one of the measurements of the performance of the Process Management System, the Business Services Division shall monitor information relating to customer perception as to whether they have fulfilled customer requirements. The methods of obtaining and using this information shall be determined.

8.2.2 Internal Quality Audits

- a) The Business Services Division shall conduct internal quality audits at planned intervals. The audits shall be conducted to determine whether the Process Management System conforms to the planned arrangements; and to the requirements of ISO 9001:2008 to ensure that the system is effectively implemented and maintained.

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- b) 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.
- c) The audit criteria, scope, and methods are defined. Selection of auditors and conduct of audits shall ensure objectivity and impartiality of the audit process. Auditors will not audit their own work.
- d) The frequency of audits shall ensure that each department and/or element of ISO 9001 is audited at least once per year.
- e) The responsibilities and requirements for planning and conducting audits, and for reporting results and maintaining records are defined in DPM-P007, Internal Quality Audits.
- f) The management responsible for the area being audited shall ensure that actions are taken without undue delay to eliminate detected nonconformities and their causes.
- g) Follow-up activities shall include the verification of the actions taken and the reporting of verification results per DPM-P007.
- h) The Business Services Division shall apply suitable methods for monitoring and, where applicable, measurement of the Dougherty Process Management System.

8.2.3 Monitoring & Measurement of Processes

The Business Services Division shall apply suitable methods for monitoring and, where applicable, measurement of the Dougherty Process Management System.

These methods shall demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, corrective action is taken, as appropriate, to ensure conformity of the process.

8.2.4 Monitoring & Measurement of Products

The Business Services Division monitors and measures the characteristics of the product to verify that product requirements are fulfilled. This is carried out at appropriate stages of the process realization in accordance with the planned arrangements. This requirement is applied to Purchasing.

Evidence of conformity with the acceptance criteria is maintained. Records identify personnel authorizing the approval of processes, products and services.

Product release and service delivery does not proceed until all the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority, and where applicable by the customer.

8.3 Control of Nonconforming Product

The Business Services Division shall ensure that products or processes that do not conform to requirements are identified and controlled.

The controls and related responsibilities and authorities for dealing with nonconformances are defined in DPM-P004, Control of Nonconformances and SUP-P204, Warehouse Nonconformances.

The Business Services Division shall deal with nonconformances by one or more of the following ways:

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- a) by taking action to eliminate the detected nonconformity;
- b) by authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, by the customer;
- c) by 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 DPM-P004 and SUP-P204.

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 Business Services Division shall take action appropriate to the effects, or potential effects, of the nonconformity.

8.4 Analysis of Data

The Business Services Division shall determine, collect and analyze appropriate data to demonstrate the suitability and effectiveness of the Dougherty Process Management System and to evaluate where continual improvement of the Dougherty Process Management System can be made. This shall include data generated as a result of monitoring and measurement of the various activities within the Business Services Division.

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.

8.5 Improvement

8.5.1 Continual Improvement

The Business Services Division shall continually improve the effectiveness of the Process Management System through the use of the quality policy; Business Services Division objectives, audit results, analysis of data, corrective and preventive actions and management review.

8.5.2 Corrective Action

The Business Services Division shall take action to eliminate the cause of nonconformities in order to prevent recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered. DPM-P005, Corrective Action, 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) records of the results of action taken, and

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- f) reviewing corrective action taken.

8.5.3 Preventive Action

The Business Services Division shall determine action to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions are appropriate to the effects of the potential problems. DPM-P006, Preventive Action, has been established to define requirements for:

- a) determining potential nonconformities and their causes,
- b) evaluating the need for action to prevent occurrence of nonconformities,
- c) determining and implementing action needed,
- d) recording results of action taken, and
- e) reviewing preventive action taken.

8.5.4 Continual Improvement of Business Services

Top management has created a culture that involves people actively seeking opportunities for improvement of performance in processes, activities and service. Top management has created an environment where authority is delegated so that employees are empowered and accept responsibility.

The Management Review Team will review customer needs and expectations, outputs from data analysis, satisfaction measurements, process measurements, and relevant Process Management System records in order to be effective and efficient relative to the performance of the division and its services discussed in this manual.

E. RESPONSIBILITIES

Management Review Team

F. RECORDS

MRT Minutes

Results of Internal Audits

Corrective Action Documentation

END OF SECTION 8

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MANUAL REVISION HISTORY TABLE:

Date	Revision	Description – Including Section Revised
15-Dec-02	A	Initial Release
21-Oct-03	B	Changes in sections: 3.1, 3.2.3, 3.4.4, 3.5.1. Added 3.7, 3.71, and 3.72 to reflect correct numbering in Management Review section. Changes in new section 3.71. Section 3.8, 3.8.1, 3.8.2 number change – Analysis of Data. Provision of Resources changed to section 3.9, 3.9.1 and 3.9.2. Changes in sections 3.9.2, 4.1.2, 4.3.1, 4.3.2, 5.3.1, 5.4.1, 5.5.1, 6.1.1, 6.1.2, 6.2.1a, 6.3.1, 6.3.2. Deleted PUR-W001, Purchase Order Receipt Process. Added PUR-P005, Bid/Request for Proposal Process and SUP-P200, Warehouse Receiving Process. Changes in sections 8.1, 8.1.1, 8.1.1a, 8.2, 8.2.1, 8.2.2, 8.2.3, 8.2.3k, m, n. Added section 8.2.4. Number change for Work Environment (8.3) and Control of processes (8.4). Changes in 8.3.1. Validation of processes changed to section 8.5. Customer property changed to section 8.6 and Preservation of product changed to section 8.7. Changes in section 10.1.1, 10.3.1, 11.1, 11.2, 11.4, 12.1, 12.3, 13.1.1, 3.2.1, 14.1, 15.1, 16.1.1, 16.2.1, 16.2.1b, c. Deleted HRS W001, Personnel Action Form Work Instruction in "Procedures supporting this section." Changes in sections 17.0, 18.0, and 19.0.
09-June-06	C	Changes in sections: 4.3.2, changed wording in the scope. Additional wording in 4.3.3.1. Revised Exhibit A to reflect proper flow. Additional wording in 7.1. Changed department name from Security to Police Department in 8.2.3, n. Changed department name in 17.0 and 18.0.
11-May-07	D	Change in sections: 2.1; Added definition in 2.2; changed 2.5 to 2.6 and revised definition. Changes DCSS to Business Services Division in section 3.2.5. 4.3.2 deleted Energy Management from scope. Deleted sections 4.3.2, 4.3.3, 4.3.4, 4.3.5. Deleted Energy Management department in exhibit "A" and added information to the Facilities Department. Changes in sections 8.2.3 (a, b, c, h, I, j, k, l, n, and o). Deleted "g". Added 8.4, 8.5 and 8.6. Changed section 16.2.1 a and b. Deleted Energy Management in section 17.0. Changes in section 18.0.
21-Jun-07	E	Changed numbering in manual to match numbering in ISO Standard. Changed Table of Contents. Added: Introduction-Section 0, Scope-Section 1 and Normative Reference-Section 2. Updated Terms and Definitions. Section 4-8: Added, A. Purpose, B. Reference Documents, C. Definitions & D. Requirements. Changes, in section 4.1, 4.2.1, 4.2.2, Added Management Information Services to scope. Added 4.4. Added Section 5.2, changes in section 5.5.1, 5.5.3, 5.6.3. Updated Organizational Structure. Changes in section 6.3. Added Section 7.1, 7.2, 7.3, 7.4, 7.5, and 7.6. 7.0 added E. Responsibilities and F. Records. Changes in 8.2.1, 8.3 and 8.5.4, added E. Responsibilities and F. Records. Changes to Exhibit A. Added Exhibit B.
20-Nov-07	F	Changes in sections: 4.4.2; deleted Safety from the scope and added (f) referencing the Police Department; 6.3: deleted Safety from the infrastructure; Exhibit A; added the Police Department to the Interactions

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		of the DPMS and deleted Safety.
28-Apr-09	G	Changed to ISO 9001:2008 Standard.
12-Nov-09	H	Section 5, Management Responsibility, deleted Senior Lead Supervisors and replaced with Director of Child Nutrition. Section 5.5.c changed title from Accountant to Budget Coordinator. Organizational structure updated Human Resources Director and Purchasing/Supply Services Director.

INTERACTIONS OF THE DOUGHERTY PROCESS MANAGEMENT SYSTEM

Exhibit A

CHILD NUTRITION					
PROCESS	INPUT(S)	ACTIVITIES	OUTPUT(S)	INTERACTIONS	KEY MEASURES
Requests for food/non-food items	Product specifications, budget information	Processes bids for food/non-food items, develops and monitors budget.	Awarded bids	Cafeteria managers, Purchasing, Accounting, Warehouse, Budget, Vendors and all schools.	Vendor history, overall lowest prices
Applications for Free and Reduced Priced Meals	Applications, USDA Regulations	Determines eligibility for free and reduced priced meals, processes applications	Meals provided for qualifying students	Parents, schools	Approved number of applications & number of children processed
Vendor Payment	Managers orders, bid items, invoices, delivery receipts	Invoices checked for accuracy on bid prices & products, Discrepancies researched & corrected, Invoices keyed for payments, Confirm total accounts payable equals total invoices keyed, checks printed, invoices stamped paid & checks mailed	Accounts Payable Checks (vendor payments),	Cafeteria managers, vendors, CNS staff	Timely payments, accurate charges, correct product received
Training	Request from managers & field managers for specific training, training needs assessments, training evaluation feedback , site needs	Coordinate an area to conduct training, setup computers for trainees, gather documentation, hand out material	Competent and trained staff	Cafeteria managers, trainees	Trainees demonstrate abilities/skills, performance evaluation
Technology Help Calls	Site calls with technical problem	Handle highest priority first, conduct site repair if hardware issue, access through remote to handle software problems, replace hardware as needed, manipulate data in software as necessary, order parts	Computers repaired and working properly	Cafeteria managers, CNS Technician, Horizon Int.	Students processed and accounts kept up to date, cafeteria managers orders and inventory data are up to date, Free & Reduced data current
Technology Maintenance	Scheduled maintenance as needed	Vacuum out computers, check wiring, remove unnecessary files & data or archive data	Computers operate more efficiently and have a longer life span	Site personnel CNS staff MIS/Technology	Replacement cycles

INTERACTIONS OF THE DOUGHERTY PROCESS MANAGEMENT SYSTEM

Exhibit A

FACILITIES & CAPITAL PROJECTS					
Work Orders	Request for maintenance work is received.	Processes work order requests and assigns workers.	Requested work order is completed.	All schools and departments	Completion rate
Custodial Training	Basic, advanced & cyclical skills, safety requirements, school specific requirements	Training provided by Assistant Director of Facilities or designee	Trained and qualified custodians	Principals, custodial staff and facilities department.	Feedback from principals, building managers and head custodians regarding performance
Capital Projects	Customer design requirements, regulatory agencies, statutory law	Document requirements, establish plan, assign responsibility and staff, review, verify and validate the inputs are being meet	New buildings, additions and renovations	Principals, Instructional Team, Architects, Engineers, Inspectors, Contractors, and all schools and departments.	
FINANCE					
PROCESS	INPUT(S)	ACTIVITIES	OUTPUT(S)	INTERACTIONS	KEY MEASURES
Accounts Payable	Requests for payment of purchase orders and other obligations	Processes reports and invoices for payment.	Payments	Vendors, all schools and departments	Number of payments in excess of 30 days. Accuracy of payments resulting in no finding on state audit.
Accounts Receivable	Amounts due school system for use of facilities, special trips, state capital outlay, grants and other funds	Create invoices & statements, record payments.	Deposit payments	Outside organizations, payroll, and all schools and departments	Number of receivables over 60 days.
Budget	Budget requests and requests for budget revisions	Processes budget needs for each fiscal year as well as revisions to the budget.	Proposed budget and budget amendment(s)	Leadership Team, School Board and County Commission	Actual expenses and revenues compared to projections are within a range of + or – 3%.
Grants	Requests for assistance with grants	Verification of feasibility of grant proposal.	Grant awards and implementation. Monitor grant expenditures	Grant writing team, Accounting and all schools and departments	Program and projects, academic and nonacademic, data is compared to guidelines in grants.
HUMAN RESOURCES (Benefits, Payroll, Personnel)					
PROCESS	INPUT(S)	ACTIVITIES	OUTPUT(S)	INTERACTIONS	KEY MEASURES
Applications	Applications with required documentation for employment	Processes applications for certified and classified staff and arranges interviews and testing as appropriate.	Quality applicant pool.	Recruiting, Certified and Classified Staff, Substitutes, Applicants, and all schools and departments.	Number of qualified applicants for positions.
Highly Qualified	Federal laws, State guidelines, test scores for certified and paraprofessional, transcripts	Verify test scores, transcripts, documenting HQ status, state reporting,	HQ status	Employee, Principal, HR staff, Department of Education	Number of Highly Qualified employees for needed positions

INTERACTIONS OF THE DOUGHERTY PROCESS MANAGEMENT SYSTEM

Exhibit A

		recommending HQ options, administering paraprofessional test			
Recruiting	Job Fairs, College visits, advertising Resumes	Interviews, Resumes, Applications, Recommendations	Qualified employees	HR Staff, Principals, Supervisors, employees	Number of qualified applicants for open positions.
Hiring	Budget, vacancies, job requisition from supervisor/principal	Rating of applicants, interviewing, verifying references/qualifications, verify position is available and budgeted	Employment offered to qualified candidates, vacancies filled	HR Staff, Budget, Payroll, Principals/Supervisors, Employee	Number of applicants offered employment, number/percentage of offers accepted.
New Hire Process	Employee accepts position	New hire orientation with HR staff and benefits, employee information data entered into McAleer, completion of required employment forms	Personnel File opened, employment information communicated to employee, employee ready to begin work	Employee, HR Staff	Number of Personnel Action Forms (PAF) logged and the time it takes to complete process
Termination	Employee resignation, supervisor recommend termination, Federal laws	If resignation: employee completes required form. If termination: employee is notified of appeal rights Appropriate data entered into employee record Benefit notifications sent as required by Federal Laws	Vacancy posted	Employee, Supervisor, Principal, HR Staff	Reason for termination, reason for resignation
Retirement	Teachers Retirement form, Public School Retirement, State guidelines	Employee completes required retirement form, retirement counseling, HR staff complete retirement form. Determine Health insurance/Life Insurance Benefits	Vacancy Posted Retirement application submitted	Employee, Supervisor, HR Staff, TRS staff and PSR staff	Number/percentage of employees retiring
Classified Staff Evaluations	Probationary/Performance Evaluations	Prepare yearly evaluations Prepare evaluations for employees ending 6 month probationary status. Tracking evaluation status.	Valuable feedback for employees regarding their job performance. Continued employment	HR staff, employee and supervisors/principals	Number/percentage of evaluations completed.
Certification	Professional Standards (agency that issues certificates in GA), university transcripts	Verifying certificates/license & transcripts, verify add on endorsements, monitor/audit expiration date. Yearly state reporting.	Proper certification	Employee, Principal, HR Staff, GA Department of Education, Curriculum & Instruction Department	Percentage of position requiring certified employees filled, types of certification
Benefits	Requests to enroll or to terminate participation.	Processes all requests for the various benefits offered.	Provide and maintain high quality benefits	All employees, accounting and payroll, outside benefit	Satisfaction with selected benefit vendor,

INTERACTIONS OF THE DOUGHERTY PROCESS MANAGEMENT SYSTEM

Exhibit A

		Billing for employee benefits. Provide information/problem solving for employees and counsel regarding benefits.	Problem resolution Employees have clear understanding of benefits	vendors, benefit staff.	number/percentage of employees enrolled in benefits, communication with employees
Insurance Reconciliations & Payments	Enrollments, Terminations, Payroll premium deductions Monthly bills from vendors	Monthly bill reconciliation, comparing payroll deductions to vendor bill. Refunds/adjustments if needed	Payments to vendors and continued insurance coverage	Outside vendors, employees, accounting and benefits staff	Timely and accurate payment of benefit vendors
Sick Leave Bank	Open enrollment Sick Leave enrollment and application for days	Inform employees of open enrollment, accept applications, administer required sick leave deductions, monitor days available in bank, document membership, and maintain required regulations. Provide forms to employees applying for sick leave bank, Sick leave bank committee meetings as required. Sick leave bank committee makes required decisions based on requests received.	Grant approved sick leave day when qualified	Employee, Physician, Sick Leave Bank Committee, HR Staff	Number of days used, number of days remaining, number/percentage of requests denied.
Risk Management	Notice of loss or damage to property	Processing of insurance claim. Inspection and investigation.	Purchase orders to restore loss or rectify damage and receipt of insurance payment.	Insurance Agent, all schools and departments	Claim Frequency and Claim Cost
Safety	Employee First Reports of Injury, Environmental and Health Complaints, Safety Concerns,	Investigates accidents and complaints and takes corrective and preventive actions.	Claims administration, provider relations, claimant relations, and claims compensability	Regulatory agencies, medical providers, employees and all schools and departments	Claim Frequency, Claim Cost, and Savings Estimates
Student Accidents	Student Accident Reports, Facility Inspections, and Playground Inspections	Investigation, completion of forms/reports	Insurance claim filing, reports and records retention	All schools and departments and Insurance Agent	Student injury claim frequency
Light Duty (Return To Work)	Physicians return to work and restrictions	Seek placement for employee with work restrictions resulting from a work related injury	Immediate and meaningful return to active work	All schools, departments, And medical providers	Loss Work Days

INTERACTIONS OF THE DOUGHERTY PROCESS MANAGEMENT SYSTEM

Exhibit A

Payroll	Requests for pay to employees via timesheets, various supplement forms, various court ordered deductions	Paycheck processing	Paychecks, payroll reports, other payments	Human Resources, Budget, Accounting, MIS and all schools and departments	Number/percentage of manual paychecks.
ISO/PROCESS MANAGEMENT					
PROCESS	INPUT(S)	ACTIVITIES	OUTPUT(S)	INTERACTIONS	KEY MEASURES
Internal Auditing	ISO 9001-2000 requirements, DCSS requirements, customer feedback, written and non written procedures/ processes with associated documents	Quality audits conducted according to audit schedule, notify the department, develop audit checklist, review documentation to be audited and conduct audits. Audit reports are submitted to lead auditor. ISO reps prepare audit summary for Management Review Team (MRT) for consideration, and processes any audit corrections.	Internal Audit Summary Reports to the MRT. Suggestions for improvements, corrective actions and opportunities for preventive actions.	All departments and employees.	Value added observations, suggestions and CA's & PA's from auditors.
Preventive Action	Data from surveys, internal & external audit reports and the corrective action log, look for trends not acceptable to the process management system.	Evaluate survey results, audit reports and data from corrective action logs to prevent occurrence of nonconformities.	Fewer nonconformities, improved communications, more efficiently and cost effective run system.	All departments and schools.	Number and depth of preventive actions, reasons for PA's,
Control of Nonconforming Product/Process	Report of nonconforming product or service from suppliers and processes producing negative results or found to be nonconforming as identified in corrective action requests or internal audits.	Contact department and/or issue corrective action or correction	Actions taken to eliminate nonconformities; permit their use, release or acceptance; and/or actions to prevent their original intended use or application.	All departments and schools.	Number/percentage of times nonconforming product/service is received. Percentage of time problem is corrected or vendor is removed from list.
Corrective Action Requests	Internal or external audit correction, corrective action or customer or employee report of nonconforming product/process.	Control number assigned, individual requesting and responsible person assigned, problem investigated and root cause analysis used to solve, plan to correct	Actions taken to eliminate the cause of nonconformities in order to prevent recurrence.	All departments, schools and customers.	Number of CA's requested by audits, through process by customers. Root cause identified and eliminated. Trending for possible PA.

INTERACTIONS OF THE DOUGHERTY PROCESS MANAGEMENT SYSTEM

Exhibit A

		implemented. Corrective Action approved & implemented. Data logged and report discussed with Management Review Team.			
Continual Improvement	Quality Policy, system objectives, audit results, customer surveys, analysis of data, root cause analysis, corrective and preventive actions and management review.	Authority is delegated so that people accept responsibility to identify opportunities where the school system can improve its performance. Identify solutions and alternative solutions explored. Evaluate the effects. Document developing objectives and solutions for further process improvement.	Empowered employees with positive attitudes. More effective and efficient processes.	All departments, schools and employees.	Review data from surveys, feedback, CA's & PA's, board goals, strategic plans and internal audits and external audits.
Document Control (Procedures, Manuals, Work Instructions, Forms, etc.)	Identification and approval of new documents, revisions made, requests for control of document, deletion of document	Add – Assign number and formalize document, document submitted to department approval authority for approval, document becomes controlled. Delete – Remove from active status and archive. Revise – Make changes, archive old document, and submit revised documentation to department for approval if required.	Latest version of all documentation is readily available. Documentation is legible and readily identifiable to ensure proper use and the development of the process management system.	All departments.	Feedback from internal and external auditors regarding use of uncontrolled or obsolete documents. Documentation reviewed on a frequent basis to ensure they are adequate and relevant.
MIS/TECHNOLOGY					
PROCESS	INPUT(S)	ACTIVITIES	OUTPUT(S)	INTERACTIONS	KEY MEASURES
Work Orders	MIS/Technology enter Work Order through web	Technology Specialist determines problem, solution and repairs or installs appropriate software	Equipment is repaired or software is installed	All schools and departments	WO analysis reports

INTERACTIONS OF THE DOUGHERTY PROCESS MANAGEMENT SYSTEM

Exhibit A

Network	Customer reports connectivity problem	MIS staff diagnoses problem and work with responsible vendor(s) to resolve, if needed,	Connectivity is reestablished	All schools and departments, outside vendors	
Repair of Computers	MIS/Technology enter Work Order through web	Technology Specialist diagnoses problem, determines solution, parts needed, and repairs, if feasible. Justification is provided if equipment cannot be repaired (age, parts unavailable, etc.).	Equipment is repaired or replaced	All schools and departments, outside vendors	WO analysis reports
Determining Technology Needs	MIS, Technology Coordinator and steering committee	MIS reviews and evaluates emerging technologies to be presented and discussed with the steering committee	Approved new technologies are implemented throughout school system	MIS, Technology Coordinator, steering committee, vendors	Meet users needs, feedback

POLICE DEPARTMENT

PROCESS	INPUT(S)	ACTIVITIES	OUTPUT(S)	INTERACTIONS	KEY MEASURES
Provides protection for all students, staff, and visitors to our schools, as well as provide for the safety and security of all system facilities and assets.	<p>Responds to all calls and emergency situations.</p> <p>Monitor student and visitor activity in and around the schools.</p> <p>Provides security for athletic events and all system facilities. Provides police protection for non-school related functions on school system property.</p>	Trained staff following procedures outlined in the DPM Manual and the DCSS Police Department Policy and Procedures Manual	<p>A safe, secure, and nurturing learning environment, which is conducive to education</p> <p>Secure and safe facilities</p>	All schools, departments and the community	Satisfied customers

PURCHASING/SUPPLY SERVICES

PROCESS	INPUT(S)	ACTIVITIES	OUTPUT(S)	INTERACTIONS	KEY MEASURES
Purchase Orders	Requests for purchases, warehouse stock and new vendors, competitive bids	Approval & processing of requisitions into purchase orders, ordering and maintenance of vendors to the school system.	Approved purchase orders to vendors, delivery of warehouse stock, textbooks and maintenance of vendors	All schools and departments and vendors.	Process time for purchase orders.

INTERACTIONS OF THE DOUGHERTY PROCESS MANAGEMENT SYSTEM

Exhibit A

			list.		
Supply Services Warehouse	Receive warehouse stock items and large quantities of ordered items for departments, receive requests for furniture and equipment transfer and for pick up of surplus items	Storing and delivering of textbooks, warehouse stock, large quantities of ordered items, transfer furniture from on location to another, store excess furniture and equipment for surplus sale, property control	Distribution of textbooks, stock & items, placement of furniture and equipment and accurate inventory	All schools and departments, vendors and buyers of surplus items	Accurately and timely delivery from warehouse of ordered items and transfer of items between buildings.
Textbook Processing	Request for both state adopted and non-state adopted textbooks.	Processes requests for all textbooks and receives and issues them to schools.	Textbooks are ordered; received, and issued to schools.	All schools, Purchasing, Curriculum & Instruction.	Process time and accuracy of textbook orders.
Formal Bidding	Request for bids, depending on bid specs or requirements for specs	Bid evaluations, review specs, depending on bid create specs, copy & mail documents	Formal bid award, purchase order issued	All schools and departments, and vendors	Satisfaction with outcome of service or goods of bid.
Selection, Evaluation & Reevaluation of Vendors	Internal & External Customer Feedback Vendor Evaluation Survey	Monitor problems reported with vendors and/or product/service received	Qualified vendors, correct product & service and satisfied customers	All schools and departments, and vendors	Issue/unsolved problems leading to vendor removal.
Property Control	Acquisition, transfer or disposal of accountable items	Inventory is established and updated.	Updated inventory listings and information for financial statements	Purchasing, MIS, Warehouse, all schools and departments	Number of un-reconciled differences between physical inventory and inventory database as identified by audit.
Training	DCSS Policies, State & Federal Training	Periodic Employee Safety Training and OJI Representative Training	Safe learning and work environment, knowledgeable employees	All schools, departments, and central administration	Claim Frequency and Lost Work Days

TRANSPORTATION

PROCESS	INPUT(S)	ACTIVITIES	OUTPUT(S)	INTERACTIONS	KEY MEASURES
Student Transportation	Request for student transportation. State and Federal Regulations. Established routes.	Addition of stops to routes, driver notification. Maps created.	Map distribution to dispatcher, driver and school to ensure safe and on time transportation services.	All schools, all departments, dispatchers, drivers, parents and public.	Early/late

INTERACTIONS OF THE DOUGHERTY PROCESS MANAGEMENT SYSTEM

Exhibit A

Routing	Request for updated bus route maps. State and Federal Regulations, DCSS policy	Establish routes, addition of stops, create updated maps.	Map distribution to dispatcher, driver and school to ensure safe and on time transportation services.	All schools, all departments, dispatchers, drivers, parents and public.	Number of buses at full capacity
Driver Training	Receive applications for drivers. Requests from other departments for training. State and Federal Regulations	Conduct classroom training to include lectures and videos. Driver Trainer is assigned and provided "hands on" training. CDL road test administered.	Adequately trained and certified drivers whose emphasis is the safe and timely transportation of students.		
Student Discipline on buses	Student commits an infraction.	Driver determines if infraction is major or minor.	Driver administers a verbal warning, written warning, or a Bus Conduct Report. Documentation is forwarded to parent and/or school administrator, if warranted.	Transportation staff, students, parents, and school administrators.	Discipline administered by Principal
Preventability of Vehicle Accidents (School System Vehicles)	Report of incident or accident. Receive notification from Transportation to Accident Review Team Members, administrative policy	Review file and all supporting documentation. Interview driver when there is a discrepancy. Forward determination and recommendation to Transportation for action.	Transportation informs driver of Accident Review Team findings. Transportation administers discipline according to established procedures.	Transportation staff, Benefits Staff, driver	Preventable vs. non preventable, accidents
Customer Service	Report of complaint.	Complaint forwarded to Transportation Coordinator	The Driver and individual making the complaint are contacted Reach resolution. Document findings and resolution.	Parents, public, school administrators, Transportation Staff	Categories, substantiated, unsubstantiated or unfounded
Bus Maintenance	Driver Report, notification of breakdown, and preventative maintenance schedule. State and Federal Regulations.	Performs vehicle repair and preventive maintenance. Buses file updated and test driven to ensure safety.	Mechanically safe and efficient buses to provide student transportation.	All schools and Transportation staff	Breakdowns, length of time buses out of service

CONTINUAL IMPROVEMENT OF THE DPMS

Exhibit B

CONTINUAL IMPROVEMENT OF THE DOUGHERTY PROCESS MANAGEMENT SYSTEM

