Occupational standard

Quality manager, level 7

The occupational standard is a document that describes the job and competence requirements, i.e. a set of skills, knowledge and attitudes required for successful job performance in a particular occupation.

Application areas of the occupational standard:

1) Drafting of curricula and training programmes meeting the requirements of labour market;
2) Evaluation of competence of the people, incl self-evaluation and conformity evaluation upon awarding an occupational qualification;
3) Description and introduction of occupational qualifications;
4) Career planning and creation of a basis for lifelong learning;
5) Identification of personnel training needs and planning of training;
6) Drafting of job descriptions and recruitment of employees;
7) Comparison of occupational and educational qualifications.

The quality manager, level 7 occupational standard is the basis for the drafting of curricula in formal learning and in-service training and in the assessment of competence of the people upon awarding an occupational qualification.

Occupational qualification title	Estonian qualifications framework (EstQF) level
Quality manager, level 7	*7*

Part A
Job description

A.1 Job description
Quality management is creating and developing an environment for the management of change in an organisation and the formulation of subjective estimates and opinions into a flow of transparent management information, which can be subjected to measurable objectives. It is a systematic and conscious activity towards the improvement of an organisation's effectiveness and to ensure sustainability and competitiveness. Fulfilment of the tasks of the quality specialist and quality manager is important in all organisations regardless of the size of organisation, existence of the job, sector, form of ownership, etc. In the case of absence of this job, such tasks will be performed by the managing director or a person appointed by the managing director. A quality manager develops cooperation between all of the members of an organisation so that customers could receive products or services that correspond to their requirements and expectations. A quality manager must thoroughly know a company's operational process and to be able to analyse and develop it. A quality manager, level 7 organises and manages the administration of an organisation's quality management system by assuming responsibility for its effectiveness. A quality manager is independent in decisions concerning quality, involving interested parties in developing them. A quality manager may have direct reports (quality specialist, quality assistant) whose relevant activities they direct. The objective of a quality manager's work is the sustainable and comprehensive satisfaction of customer quality requirements in all sections of the organisation, working together with colleagues. The focus of a quality manager's attention is on processes ongoing in an organisation that directly or indirectly impact quality. The process owners are the quality manager's partners in improving the situation (changing the process). A quality manager uses appropriate know-how with regard to required approaches (team and project management methods, data collection and analysis methods, decision-making process methodologies, communication and presentation techniques, etc.). A quality manager keeps themselves and other relevant parties up to date with the developments of quality-related methodologies and approaches in the world. A quality manager contributes to the development of their profession by participating in the work of specialty associations and other specialty networks.
A.2 Units
A.2.1 Administration of quality management system: 1) design of quality policy; 2) introduction and control of quality management system. A.2.2 Control of requirements applicable to an organisation: 1) mapping of requirements; 2) integration of requirements in the management system. A.2.3 Coordination and support of process management: 1) mapping of (core) process(es); 2) analysis of (core) process(es); 3) development of (core) process(es); A.2.4 Coordination of quality training (in cooperation with the personnel manager):

1) mapping of training requirements;
2) planning and organisation of training courses;
3) assessment of training results.

A.2.5 Collection and analysis of data:
1) alignment of management objectives and definition of measures;
2) creation and implementation of a measurement system;
3) monitoring, analysis and assessment of results;
4) feedback on results.

A.2.6 Control of system of customer relationships:
1) introduction of a system of making promises to customers;
2) introduction of a system to determine customer requirements and wishes;
3) introduction of customer communication processes and system in the course of service provision/ product supply;
4) introduction of a system for handling customer complaints, claims and disputes;
5) introduction of a system of customer opinion and satisfaction surveys.

A.2.7 Organising management system evaluations and process development:
1) comprehensive self-assessment of organisational management quality;
2) comprehensive external assessment of organisational management quality;
3) internal audit;
4) external quality audit (depending on the specific aspects of the organisation).

A.2.8 Management of process change projects:
1) formation of a project team;
2) formulation of the problem/challenge;
3) defining the scope of the problematic situation;
4) identification of root cause(s);
5) formulation and testing of corrective actions;
6) correction of a problem and confirmation of the result;
7) prevention of an analogous problem in the future;
8) concluding the project;

A.2.9 Support and consultation of organisation development (working together with management):
1) planning and implementation of quality management tools for organisational development (including improvement);
2) creation and control of a system of development (including improvement) suggestions;
3) identification of best practices and learning from them.

A.2.10 Organisation of internal and external communication concerning quality management (working in collaboration with the communication manager):
1) mapping of the internal and external communication requirement concerning quality management;
2) internal and external communication concerning quality management;
3) evaluation of internal and external communication concerning quality management.

A.3 Working environment and specific aspects of work

The working hours of a quality manager may be fixed or flexible. The workplace is indoors or outdoors depending on the specific characteristics of the organisation. Communication with colleagues and management accounts for a large portion of day-to-day work. Externally, customers, suppliers, representatives of government agencies and others must be communicated with. The tempo of work is variable, tasks also vary. The work may be mentally and emotionally demanding during the resolution of problematic situations.

A.4 Tools

Personal computer;
operating system (for example Windows);
office software suite (for example Word, Excel, Powerpoint, Outlook);

communication – telephone, internet, intranet; measurement equipment; means for recording visual events: photo camera and video camera; fact collection database and analysis environment; tools for presenting information analysed on the basis of facts - whiteboard, projector, presentation software, media (internal TV, intranet, periodicals, notice boards).
A.5 Personal characteristics necessary for this job: abilities and personality traits
Analytical skills and ability to see the big picture and links, perceptive abilities (clarity of thought, logical thinking, visual memory, spatial imagination ability and ability to concentrate), mathematical capability (understanding of numbers and quantitative associations), precision, accuracy, need for achievement, trustworthiness, self-discipline, ability to collaborate, sense of responsibility, learning ability, adaptability, ability to generate innovation and ideas, empathy, friendliness.
A.6 Occupational training
To apply for the occupational qualification of quality manager, level 7, it is recommended to have a higher education (a Master's degree or equivalent education) and experience of managing a team and quality management or completion of in-service training for quality managers in addition to extensive work experience entailing process management and/or quality assessment of organisations.
A.7 Possible job titles
Quality manager, supply chain quality manager, quality inspector, quality engineer, process manager, quality auditor (also quality internal auditor), OPEX-manager (*operational excellence* manager)

Part B
COMPETENCE REQUIREMENTS

B.1. The structure of the occupational qualification
In order to apply for the occupational qualification of quality manager, level 7, a candidate is required to demonstrate competences B.2.1- B.2.10 and B.2.11 (transversal competences).

B.2 Competences

Obligatory competences

B.2.1 Administration of quality management system	EstQF level 7
Performance indicators: 1) working together with senior management, develops the organisation's quality policy and quality objectives on the basis of the objectives of the organisation; 2) organises the drafting of quality plans of the organisation as a whole and various structural units on the basis of the quality policy and quality objectives of the organisation; 3) prepares and obtains approval from the senior management budgets required to administer the quality management system and to ensure the quality of products (services) based on the overall action plans, quality policy and quality objectives and budgeting principles of the organisation; 4) develops the principles of quality documentation that are appropriate for the organisation on the basis of the size and structure of the organisation; 5) coordinates the implementation of management systems (including working together with various specialists) that are required for the effective operation of the organisation on the basis of the objectives of the organisation and customer expectations; 6) organises the writing and regular updating of the quality manual of the organisation on the basis of the requirements of the organisation and customers; 7) organises the drafting and development of procedural rules, manuals, forms and other documents necessary for the functioning of the organisation's quality management system and quality assurance on the basis of the requirements of the organisation and customers; 8) organises the creation and development of IT solutions necessary for the functioning of the organisation's quality management system on the basis of the requirements of the organisation and customers; 9) communicates with partners on the subject of quality on the basis of the requirements of the organisation, agreements and objectives.	
Supporting knowledge: 1) principles of management of organisations; 2) approaches and schools of thought on strategic management; 3) principles of total quality management (TQM); 4) quality management system standard ISO 9001; 5) general principles and logic of other quality management systems (EFQM model, CAF, etc.); 6) teamwork and team management.	
Assessment method(s): structured written assignment and/or portfolio and/or interview.	

B.2.2 Control of requirements applicable to an organisation	EstQF level 7
Performance indicators: 1) creates a control system of requirements by working together with managers on the basis of the objectives of the organisation;	

2) is in charge of the normative, legal, standard and client related, and organisation-tailored requirements; 3) organises, as required, the monitoring and implementation of requirements applicable to the organisation by using various means of monitoring; 4) organises the updating of mapped requirements, modifying and distributing documents and notifying employees; 5) develops a system for product (service) quality assurance and the integration of requirements necessary for the product to be produced in the management systems in effect in the organisation on the basis of the field of activity and strategic objectives of the organisation; 6) evaluates the effectiveness of the requirements control system on a regular basis; 7) coordinates the integration of requirements applicable to various organisations in the management system by involving various stakeholders.
Supporting knowledge: 1) laws and legislation related to the field of activity of the organisation; 2) applicable standards; 3) organisational requirements and applicable requirements (including proprietary requirements of the organisation); 4) customer requirements; 5) principles of the management system.
Assessment method(s): structured written assignment and/or portfolio and/or interview.

B.2.3 Coordination and support of process management:	**EstQF level 7**
Performance indicators: 1) defines customer(s) depending on the objectives of the organisation (for example vision, mission, strategy), its core activity and conventional operating models of the sector of activity using methods for mapping stakeholders; 2) defines a core process that creates value for the customer working together with the leaders of the organisation, using appropriate methods and consulting the leaders with regard to principles and methods of process management in the field; 3) defines management and support processes together with leaders of the organisation by using appropriate methods, consulting the leaders with regard to principles and methods of process management in the field and by clarifying the role of support processes in assuring organisational development; 4) defines the mutual associations of processes of various types based on the expected output of each process and potential inputs; 5) selects the suitable methodology for mapping processes based on requirements of the organisation and readiness for implementing systems of different complexity; 6) organises the definition of process owners while working together with management, proposing the most suitable candidates according to the process management level in the organisation and the suitability of the proposed employees for carrying out the role of process owner; 7) supports the formation of a team suitable for the mapping of the processes of process owners, so that the important parties to the process are represented in the team (input givers, output givers, process participants); 8) organises training in the organisation in the field of process management and mapping of processes based on the objectives of the organisation and the target group and objective of the training; 9) manages and directs the mapping of processes in teams, including the use of selected methods and adherence to the requirements of all stakeholders of the process (including owners, managers, employees, society), using principles of project management and taking into consideration stages of the learning curve;	

10) ensures a consistent level of mapping of processes throughout the entire value chain, analysing mapped processes and making relevant suggestions to the process owners;
11) creates a system of process measures in cooperation with managers and process owners based on the objectives of the organisation and taking into account the impact of measurement on human behaviour, the structure of the organisation and opportunities to arrange comparisons with other organisations from the same or other field of activity (for example to compare results of processes);
12) analyses the appropriateness of process measures and relevance to the strategy through various process levels, evaluating the mutual impact and strategic objectives of measures and taking into consideration the difference between performance indicators and predictive indicators; also analyses the experiences of other organisations, if possible;
13) defines the places and frequency for the presentation of results of measurement (including to employees who do not use electronic channels in their work) working together with managers on the basis of the structure of the organisation, work format, incentive system, as well as the overall reporting procedure and restrictions of the organisation;
14) creates a system for the administration of processes in such a manner that the process management is sustainable and appropriate and manageable for the organisation by defining the required actions, support systems and formats;
15) defines the required roles for the administration of processes on the basis of the selected system and obtains approval for them from management;
16) defines a structure of meetings for regular review and development of processes on the basis of reporting practices and reporting requirements in the organisation;
17) supports process owners (and process teams) in defining and assessing risks applicable to the process by using appropriate risk assessment methods for that purpose;
18) supports process owners (and process teams) in analysing the effectiveness of the process, including finding out the reasons for a failure to meet the objectives by using appropriate data analysis and problem resolution methods for that purpose;
19) supports process owners (and process teams) in finding the appropriate solutions to improve the effectiveness of the process and prevent the risks from materialising by making use of problem resolution methods and project management capabilities.

Supporting knowledge:

1) stakeholder mapping methods;
2) entrepreneurship, strategic management and methods for implementation of strategies;
3) principles and methods of process management;
4) techniques and potential technologies for the mapping of processes;
5) associations between processes and the organisational structure;
6) systems for the monitoring of the operation of organisations (for example balanced scorecard);
7) mutual associations between measures;
8) difference between the result and process measurement and the performance indicator and the predictive indicator;
9) impact of measurement on the behaviour of people;
10) techniques for the visual presentation of results;
11) data analysis methods (for example 7 simple methods, statistical methods);
12) problem solving methods (for example 7 new management methods, 7 management and planning methods,
Failure Mode and Effect Analysis, Fault Tree Analysis);
13) creativity techniques;
14) lean manufacturing techniques;
15) benchmarking;
16) project management;
17) knowing training methods and results of their application;
18) resolution of conflict situations;

19) assessment of employee capabilities and suitability; 20) describing role and its responsibility.
Assessment method(s): structured written assignment and/or portfolio and/or interview.

B.2.4 Coordination of quality training (in cooperation with the personnel manager)	**EstQF level 7**
Performance indicators: 1) organises and defines as a result of data analysis the source(s) of training requirements by using various assessment and measurement results based on the specific characteristics of the organisation (for example nonconformity, decline in productivity, excessive defects, labour turnover, customer complaints, accidents, adoption of new products, structural changes, new working methods and other); 2) in cooperation with managers of subdivisions, determines the target group with a requirement for training (new employee, existing employees, management, managers of structural units, external partners, etc.) and formulates the learning outcome(s) based on results of assessment, strategic objectives and other development requirements; 3) selects and approves a suitable training method, training provider and subject(s) that would assure a positive change in results based on the target group, source of training requirement, established objectives and area(s) of responsibility within the organisation; 4) explains to an external training provider the objectives of the training and the expectations of the target group with regard to the training; 5) organises the training (initial training, refresher training, follow-up training, re-training) based on agreements, requirements and established objectives; 6) defines the assessment level of the training outcome (4 dimensions: reaction, learning, behaviour, results) based on the objective of the training; 7) defines in cooperation with managers of subdivisions new training requirements, depending on the change in measurement results, which is an input for the systematic training process. 8) analyses and makes substantiated recommendations in cooperation with managers of subdivisions with regard to the updating and enhancement of training (including methodology, subjects, training materials, etc.).	
Supporting knowledge: 1) development of the quality of the organisation; 2) data analysis of measurement results arising from the specific characteristics of the organisation; 3) training strategy; 4) nature of the training requirement and causes; 5) nature of the target group with training requirement and definition; 6) nature of training and impact on the core process of the organisation; 7) principles of the selection of training methods and their impact on the objective of the training; 8) cohesion of learning outcomes with the objective of the training; 9) methods for assessment of the training; 10) implementation and interpretation of analysis results; 11) systematic training process.	
Assessment method(s): structured written assignment and/or portfolio and/or interview.	

B.2.5 Collection and analysis of data	**EstQF level 7**
Performance indicators: 1) administers the optimal selection of objectives of the company both in terms of strategy and operations on the basis of the overall strategic objectives of the company; 2) coordinates the unit or process based objectives of operations on the basis of the company's overall and strategic objectives; 3) establishes an appropriate measurement system guided by the necessity of processing data and	

established objectives in cooperation with the managers of the organisation; 4) performs monitoring on the products and processes on the basis of established measures and objectives; 5) analyses the results of monitoring, generalising detailed data if necessary by using analytical generalisation methodologies; 6) provides feedback to the direct managers of operational processes for making the necessary changes on the basis of results of monitoring; 7) organises the monitoring of recorded contacts (including institutions outside of the organisation, etc.) on the basis of the established measurement system; 8) develops proposals for development on the basis of the results of internal and external monitoring of the organisation for the next scheduled period (month, quarter, etc.) according to the procedural rules concerning the submission of proposals; 9) on the basis of monitoring data, when necessary makes proposals for the adjustment of employee incentive package components guided by the objectives of the organisation; 10) aggregates the results of monitoring into overviews and presents to decision-makers according to the approved scheduled interval (week, month, quarter, half-year, year); 11) drafts on the basis of stakeholders disseminated overviews of monitoring results in accessible information channels (intranet, internal news, etc.).
Supporting knowledge: 1) principles and requirements of the operation of an organisation; 2) customers and their requirements; 3) principles of monitoring methods; 4) principles of the management system; 5) ability to organise teamwork and manage people and convince people; 6) systematic thinking and ability to see the big picture; 7) ability to distinguish fact-based information; 8) principles of interpretation and analysis of measurement results and offering application outputs; 9) principles of visualisation and presentation of measurement results; 10) principles of presentation of an action plan for changes; 11) metrology.
Assessment method(s): structured written assignment and/or portfolio and/or interview.

B.2.6 Control of system of customer relationships	**EstQF level 7**
Performance indicators: 1) organises the description of principles and processes associated with making promises to customers based on organisational capabilities; 2) organises monitoring of the process of fulfilment of promises to customers for determination of need for modification; 3) makes proposals concerning the improvement of the system of making promises to customers, coordinates the implementation of system improvement projects; 4) organises the description of principles and processes associated with the mapping and recording of customer needs and requirements guided by the needs and capabilities of the customers of the organisation and the organisation itself; 5) organises the monitoring of processes associated with the mapping and recording of customer needs and requirements guided by the agreed-upon process; 6) makes proposals for the improvement of the system for mapping and recording of customer needs and requirements and where necessary coordinates the implementation of system improvement projects; 7) organises the description of customer communication processes and principles guided by the organisational capability.	

8) organises monitoring of the customer communication process according to the previously described principles and processes;
9) organises the description of processes and principles for the handling of customer complaints and claims and dispute resolution by selecting the appropriate methods, formats and procedure for the organisation;
10) organises the analysis of complaints, claims and disputes by making use of appropriate methods for the determination of root causes and by instructing appropriate employees to utilise such methods;
11) monitors and supports the implementation of improvement plans developed on the basis of complaints, claims and/or disputes, periodically reporting to the management and instructing employees in the implementation of improvement measures;
12) organises the analysis of the impact of improvement measures to find systematic possibilities for improvement of the management system and reduction of complaints, claims and disputes and periodically reporting to management;
13) makes proposals for the improvement of the system and coordinates the implementation of system improvement projects;
14) organises the description of the planning, implementation and analysis of results and presentation process of customer opinion and satisfaction surveys and associated principles by selecting the appropriate methods, formats and procedure for the organisation;
15) organises the planning of customer opinion and satisfaction surveys by ensuring the selection of appropriate methodology, including objective, target groups, sample size, data collection process, questionnaire, survey methods;
16) organises the customer opinion and satisfaction survey by ensuring the application of appropriate methodology in the course of data collection;
17) analyses the results and presentation of customer opinion and satisfaction surveys, including the separation of important and unimportant details;
18) organises the development and implementation of appropriate measures on the basis of customer opinion and satisfaction survey results, periodically reporting to the management;
19) makes proposals for the improvement of the system and coordinates the implementation of system improvement projects.

<u>Supporting knowledge:</u>
1) methods for the formation, management and dissolution of teams;
2) methods for the initiation, implementation and conclusion of projects;
3) problem solving methods;
4) methods for the presentation of information;
5) quality management methods and standards;
6) stakeholder mapping methods;
7) entrepreneurship, strategic management and methods for implementation of strategies;
8) principles and methods of process management;
9) techniques and potential technologies for the mapping of processes;
10) associations between processes and the organisational structure;
11) systems for the monitoring of the operation of organisations (for example balanced scorecard), relationships between measures;
12) the difference between the result and process measurement and the difference between the performance indicator and the predictive indicator;
13) the impact of measurement on the behaviour of people, techniques for the visual presentation of results; data analysis methods (for example 7 simple methods, statistical methods);
14) problem solving methods (for example 7 new management methods, 7 management and planning methods, Failure Mode and Effect Analysis, Fault Tree Analysis);
15) creativity techniques;
16) lean manufacturing techniques;

17) benchmarking;
18) project management;
19) knowing training methods and results of their application;
20) resolution of conflict situations;
21) assessment of employee capabilities and suitability;
22) describing role and its responsibility.

Assessment method(s): structured written assignment and/or portfolio and/or interview.

B.2.7 Organising management system evaluations and process development	**EstQF level 7**

Performance indicators:
1) analyses and selects suitable method(s) for self-assessment (for example questionnaire, etc.) on the basis of the level of maturity of the organisation and the objective of the assessment;
2) defines a circle of self assessors by involving persons who are directly responsible for results on the basis of the organisational structure;
3) plans the format of conducting the self-assessment and schedules the time based on the volume of utilised methods and the time of necessary people;
4) organises information sharing, the drafting and implementation of improvement plans through the use of the improvement process of the organisation;
5) selects a suitable assessment model as a basis for external assessment guided by the field of activity of the organisation (for example quality frameworks: EFQM, CAF, EQUASS, etc.);
6) determines the required resources by holding negotiations with the organisation coordinating the assessors;
7) obtains management approval for the selection of assessment model and availability of resources;
8) prepares a schedule for external assessment guided by the selected assessment model and availability of resources;
9) organises training for the team of their own organisation on the basis of the selected assessment model and self-assessment methods;
10) forms a team of auditors of the management system in accordance with the size of the organisation and based on voluntary participation of team members;
11) Organises team training for the auditors of the management system in accordance with the competence of the team members and the requirements of the organisation;
12) notifies management by preparing regular overviews of the status of cases and findings in the register of nonconformity reports;
13) determines the scope and volume that will be subject to audit guided by the requirements of the organisation and management decisions;
14) aggregates the quotations received from audit partners, processing them according to the procurement process of the company;
15) agrees with the audit parties with regard to the exact time and action plan for carrying out the audit on the basis of the volume of subjects to be addressed and the time of the necessary people;
16) Integrates the report received from the external auditor in the quality audit process of the organisation.

Supporting knowledge:
1) principles of auditing the management system;
2) ISO 9001 and ISO 14001 standards;
3) standards specific to the field of activity;
4) assessment models EJKA, EFQM, CAF,EQUASS.

Assessment method(s): structured written assignment and/or portfolio and/or interview.

B.2.8 Management of process change projects	**EstQF level 7**

Performance indicators:

1) working together with management, forms a project team guided by the nature and impact of the problem or identified risks and the required/available resources;
2) as the project progresses, works together with management to make changes in the project team if necessary, depending on the nature and status of the project;
3) in cooperation with stakeholders, formulates the objective of the project on the basis of mapped requirements;
4) organises the collection of background information, giving instructions to the project team;
5) generalises the results of the information collection and sends it to the stakeholders by using appropriate information presentation methods;
6) prioritises the discovered reasons and sends the generalised information to the stakeholders;
7) develops the solution for changes together with the team, multiple alternatives if necessary, guided by the available information;
8) tests solutions that have been developed with the team by using available information;
9) drafts the project plan on the basis of the solution to be implemented, customer requirements and available resources;
10) instructs the project team in implementation of the project by using appropriate management methods and on the basis of the project plan;
11) as the project progresses, evaluates risks together with stakeholders in order to take corrective measures if necessary;
12) organises testing on the basis of the project plan;
13) coordinates the implementation of planned changes in accordance with the project plan;
14) sends the information concerning changes implemented in the course of the project to the stakeholders by using appropriate information presentation methods;
15) organises the documentation of the project on an appropriate level based on the objective of the project;
16) generalises the recommendations on the basis of results obtained for similar projects in the future by using appropriate information presentation methods;
17) sends the potential use sites of the implemented solution to the stakeholders;
18) drafts the final report of the project by using appropriate documentation methods and sends the results to the stakeholders by using appropriate information presentation methods;
19) formulates the potential learning points for the implementation of similar projects in the future by using appropriate documentation and information presentation methods;

Supporting knowledge:

1) methods for the formation, management and dissolution of teams;
2) methods for the initiation, implementation and conclusion of projects;
3) problem solving methods;
4) methods for the presentation of information;
5) quality management methods and standards;
6) risk assessment methods.

Assessment method(s): structured written assignment and/or portfolio and/or interview.

B.2.9 Support and consultation of organisation development (working together with management):	**EstQF level 7**

Performance indicators:

1) selects and adapts the most suitable tools guided by the organisation (structure, profile, etc.) and the objectives of the organisation;
2) administers and controls the purposeful use of the most suitable tools in the organisation, including introduction, training, consultation, instruction, monitoring, assessment;
3) analyses the effectiveness of purposeful use of development tools and provides feedback to the stakeholders;

4) creates a system for the collection of suggestions by selecting the purposeful methods, formats and procedure of the organisation guided by the organisational structure and profile;
5) organises the administration, classification and assignment to the appropriate employees of various suggestions and an option to give feedback to the persons submitting the suggestions if possible;
6) regularly verifies the content of the database of suggestions in order to implement the suggestions at the best possible time;
7) keeps themselves up to date with developments and innovations taking place in the field, being a member of networks
(working groups, organisations of the field of activity or other), by actively seeking out the best practices in the field;
8) identifies and promotes best practices within the organisation, collecting and sharing appropriate information;
9) searches for and selects the suitable comparison organisations, exchanges information and organises a comparison on the basis of the requirements and objectives of the organisation and by making use of different networks;
10) organises the consistency of comparative data and applies it in the planning and implementation of the development activities of the organisation through cooperation.

Supporting knowledge:
1) management principles of an organisation (including strategic management);
2) quality management tools and principles for applying them;
3) fundamentals of andragogy;
4) consultation methods;
5) principles of management;
6) principles for the collection, retention and sending of data;
7) quality management networks (in Estonia and abroad);
8) public speaking;

Assessment method(s): structured written assignment and/or portfolio and/or interview.

B.2.10 Organisation of internal and external communication concerning quality management (working in collaboration with the communication manager)	**EstQF level 7**

Performance indicators:
1) determines the expectations and requirements of internal and external communication based on the objectives of the organisation and the applicable regulations (for example through the use of stakeholder mapping);
2) evaluates the necessity of internal and/or external communication, guided by the accomplishment of quality management projects, programmes, reporting and objectives;
3) drafts and obtains approval for an internal and external communication plan on the basis of the message requiring to be communicated: determines the message subject, target group (for example employee, structural unit, managers, management, team, media, external partner, competitor), format (for example news text, article, slide presentation, interview, discussion, monitoring, information day, press release, news text, article, slide presentation, interview, discussion, monitoring), channel (for example email, meeting, intranet, internal news, notice board, internal TV, website, communication portal, media) and schedule (frequency, time, duration);
4) organises the drafting of information materials for internal and external communication purposes on the basis of the communication plan;
5) organises the sharing of information related to quality between stakeholders on the basis of information and the procedure that has been agreed within the organisation;
6) is responsible for the administration and updating of information materials in the internal and external communication channels on the basis of objectives, requirements and the current situation;
7) updates and enhances quality management terminology for the purposes of establishing cohesive

understanding and use of such terminology in the organisation; 8) assures the timely sending of internal and external communication to the correct target group in the correct volume, channel and format on the basis of the communication plan; 9) assesses the impact and effectiveness of internal and external communication with respect to the organisation by using appropriate methodologies (for example surveys, audits); 10) when necessary, drafts substantiated proposals for the improvement of internal and external communication; 11) organises access to employees of the organisation to quality management system documents based on the internal operations and procedural rules described in the management system.
Supporting knowledge: 1) the nature, principles and techniques of quality-related internal and external communication of an organisation; 2) measurement and assessment techniques for internal and external communication; 3) organisational strategy and communication strategy; 4) organisational structure and division of labour;
Assessment method(s): structured written assignment and/or portfolio and/or interview.

Transversal competences

B.2.11 Transversal competence of the occupational qualification of quality manager, level 7	**EstQF level 7**
Performance indicators: 1) directs the quality-related processes within the organisation, is up to date with research and development activities in the field of quality, the market and activities of competitors; 2) demonstrates initiative, makes quick and clear decisions even under the conditions of insufficient information; 3) instructs others and initiates activities where necessary; 4) establishes clear objectives, planning actions and projects and takes into consideration potential changes; 5) is focused on meeting various stakeholder requirements and achieving their satisfaction by working systematically, methodically and consistently; 6) presents information according to the level of understanding and requirements among the audience, using knowledge that is specific to the field; 7) supported by clear analytical thinking, demonstrates comprehension of how one problem is part of a bigger system, offering substantiated solutions; 8) is capable of providing an overview of complex issues both in writing and verbally; 9) collects, arranges and distributes quality-related information both internally within the organisation and externally; 10) suggests well-functioning innovations, taking into consideration the quality-related group of subjects that is more broadly associated with both the organisation and the field of activity; 11) establishes effective relationship networks both with internal stakeholders within the organisation and external stakeholders, achieving their clear consent and devotion through convincing and negotiations; 12) recognises participants by using appropriate communication methods; 13) is proficient in their job in the official language on the level of C1 and at least one foreign language on the level B1 and another foreign language on the level B2 (see Annex 2); 14) uses the computer in their job on the level AO1 – AO7 (see Annex 1).	
Supporting knowledge: 1) communication psychology; 2) project/team work; 3) self-assessment; 4) self-management;	

5) negotiation skills; 6) verbal and written communication.
Assessment method(s): The assessment of transversal competences is integrated with the assessment of all other competencies specified in the occupational standard.

Part C
GENERAL INFORMATION AND ANNEXES

Information on the preparation and approval of the occupational standard, on the body awarding occupational qualifications, and reference to the location of the occupational standard in classifications	
1. Designation of the occupational standard in the register of occupational qualifications	14-02012014-4.3/1k
2. The occupational standard is compiled by:	Enno Aermates, OÜ Smileoffice Toomas Arula, Nixor Eesti AS Siret Kegel, Incap Corporation Jari Kukkonen, expert/training provider Neeme Kärbo, Tartu Science Park (Tartu Teaduspark) Üllar Lainela, ERGO Estonia / Baltic insurance companies Kristel Leisalu, Elisa Eesti AS Tauno-Jussi Onoper, TJO Konsultatsioonid Kadi Prants, Estonian School of Hotel and Tourism Management Heli Rannik, Tallinn School of Economics Tiia Tammaru, Tallinn University of Technology Eneken Titov, Estonian Entrepreneurship University of Applied Sciences (Eesti Ettevõtluskõrgkool Mainor)
3. The occupational standard is approved by	Professional Council of Business Services and Other Business
4. Number of the decision of the Professional Council	15
5. Date of the decision of the Professional Council	02/01/2014
6. The occupational standard is valid until (date)	01/01/2019
7. Occupational standard version number *(1-n)*	1
8. Reference to the Classification of Occupations (ISCO 08)	24 Business and administration professionals
9. Reference to the level in the European Qualifications Framework (EQF)	7
C.2 Title of occupational qualification in foreign languages	
In English: Quality Manager	
In German: Leiter der Qualitätssicherung	
In Russian: менеджер по качеству	
In Finnish: laatupäällikkö	
C.3 Annexes	
Annex 1 **Computer skills** Annex 2 Descriptions of language skill levels Annex 3 Concepts	

Annex 3

TERMS

Description of terms used in this occupational standard are based on ISO 9000, 19011 standards and excellence models (EFQM, CAF).

Training evaluation levels - Donald Kirkpatrick's four-level training evaluation model. Enables to evaluate the training through (1) reaction of the trainees, (2) what the trainees have learnt, how they have changed their behaviour (3) and through the results of the training (4).

Root cause – source of non-conformity.

Accreditation – procedure by an authorized institution officially recognizing that an institution or a person is competent to perform set tasks.

Appropriate – efficient, contextual, also timely.

Assessor - A person who evaluates and gives feedback on the (management) quality of the organization or a process. This person highlights the strengths and areas that need improving on according to the evaluation criteria and scores the level, if necessary. External evaluators or assessors are used to receive an outside recognition of conformity with a management quality (excellence model). In the case of self-evaluation, employees of different areas of expertise and management levels in the organization are used as assessors.

Audit - a systematic, independent and documented process of acquiring the evidence for auditing and for its objective evaluation in order to assess the fulfilment level of the criteria of the audit. Internal audits (first-party audits) are conducted by the organization itself or by their order in order to evaluate the management system and for other internal purposes, based on which the organization can make a self-declaration of compliance. External audits are classified as second and third party audits. Second party audits are conducted by the parties that have interests in the organization, like customers or by others on their behalf. Third party audits are performed by external independent organizations that perform the ISO 9001 or ISO 14001 compliance certification or registration (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Auditor - a person with proven personal qualities and proven necessary competences for carrying out an audit (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). The necessary characteristics of an auditor are described in standard ISO 19011.

Self-assessment – a thorough, systematic and regular evaluation of the organization's actions and outcomes based on the excellence model. Self-assessment process enables the organization to determine its strengths and areas that need improving on, resulting in planned improvement strategy and progress monitoring (EFQM).

Preventive action- an action preventing a possible non-conformity or other cause for undesirable outcome. Preventive action is taken to avoid the occurrence; corrective action is taken to prevent re-occurrence (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Suggestion system – a system for gathering, evaluating and enforcing suggestions from the employees.

Stakeholder (EFQM) interested party (ISO 9000) – a person or a group interested in the functioning or success of the organization (3.3.1) (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). All parties interested in the actions and successes of the organization. These can be customers, partners, employees, owners, the government and legislators (EFQM).

Indicator – a measurable parameter evaluating the efficiency (productivity) of the operation of the organization. Key performance indicators are used in converting the overall objectives of an organization into measurable sub-objectives. Action indicators and result indicators are also measured. Every indicator has to be tied to a specific measure (for example: indicator- customer satisfaction level; possible measure- client satisfaction index, number of complaints, recommendation index).

Alignment – the consistent co-ordination and deployment of objectives, action principles etc. between different management levels or process stages in the organization.

Manager, leader – people who co-ordinate and balance the interests of the organization and of all its stakeholders. Managers include the senior management and all managers and team leaders of other different management levels (EFQM).

Excellence, quality of management – the ability of an organization to achieve the increase in satisfaction for all interested parties through efficient management.

Management system – a system for determining policies and objectives and a way to achieve them (i.e quality, environmental, occupational health and safety and other management systems) (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). Framework of processes and procedures used to ensure the fulfilment of actions necessary to achieve the organization's objectives (EFQM).

Mapping – examining and recording according to the chosen methodology.

Corrective action – action taken to eliminate the cause of a discovered non-conformity or other undesirable situation. There can be more than one cause for non-conformity. Corrective action is taken to avoid the repeated occurrence of the problem; preventive action is taken to avoid the occurrence of the problem. One must distinguish between correction and corrective action.

Correction - action taken to eliminate the cause of a discovered non-conformity. Correction can be performed along with corrective action. For example, correction can be a revision or a change of class (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Quality objective – objective or endeavour related to quality. Quality objectives are usually based on the organization's quality policy. Quality objectives are usually specified according to the relevant offices and levels (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Quality management system – a system for determining the quality policy and quality objectives and the ways to achieve these objectives (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Quality manual – document specifying the quality management system of the organization (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). Quality manuals can differ in detail and format in order to suit the size and complexity of the organization.

Quality plan – document specifying the involved parties, timeline and related resources needed for a project, product, process or contract. Often times the quality plan references parts from the quality manual or procedural documents (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Quality policy – Organization's general quality related intentions and the direction officially declared by the senior management. Quality policy is usually compliant with the general policy of the organization and forms a framework for achieving objectives (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Quality framework – generic or sector (field)-specific model, standard or system of criteria used to describe the efficient operation and/or the management quality of the organization. Most popular quality frameworks are management system standards and excellence models.

Quality – indicator with a set of characteristics that, when met, qualify for compliance with the requirements (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). Compliance is regarded as a necessity or expectation that is expressed, generally expected or mandatory. Specifying subordinate compound can be used to indicate the individual types of requirements – for example, product requirements, quality management requirements, customer requirements. Requirements can be presented by different interested parties.

Creativity tool, creativity technique - generation of ideas for new or improved work habits and/or products and services. It is a thinking technique helping the user find new ideas.

Method – way of action, solution, efficient operation, technique, tool to achieve a defined task, incl. planned and/or consistent action.

Methodology – regulated approach to a larger action; teachings on the operational characteristics of an action or a job. Methodology teaches where and for what purpose methods (tools, techniques) should be used for.

Metrology – the science of measurement; methods ensuring the integrity of measurement and means and ways to achieve the necessary accuracy. Metrology includes all theoretical and practical aspects of measurement at any level of uncertainty in any field of science and technology.

Effectiveness – degree of fulfilment of planned activities and achievement of planned results (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). The relationship between the set objective and the achieved impact, effect or result (CAF 2013).

Conformity assessment - evaluation of the degree of fulfilment of requirements according to the set criteria and/or standards.

Nonconformity - non-fulfilment of requirements (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Nonconformity report - a written report documenting the nonconformity of a requirement.

Change, alteration – planned or unplanned response to certain forces. A change is the result of a change in the organization.

Change, modification – modification of an organization or a part of it. Modification is the result of a change in an organization. Modification, altercation and change are often used as synonyms.

Measure – quantitative or qualitative description of a (work) process, output, outcome and impact of an action defining a level of an operational indicator.

Requirement – necessity or expectation that is declared, generally expected or mandatory. For example: a law, a contract, a customer requisition, a standard (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Control – controlling and regulating the defining characteristics of a process (within the set limits). Organizational processes are usually planned and executed in conditions controlled for adding value.

Organizational excellence – general way of operation resulting in the balanced satisfaction of all interested parties (customers, employees, partners, society, owners), increasing the organization's chances of achieving long-term success (EFQM).

(Continual) improvement - (continual) activities in order to increase the degree of achieving the set requirements (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Problem solving tool – systematic method for solving problems and planning activities. Often used alongside creative methods in finding and mapping new solutions. Quality management distinguishes between statistical methods (based on data and facts) and logical methods (qualitative, based on experience, opinions and expert advice). The use of problem solving tools requires teamwork. Several methods are often combined in different stages of problem solving. Most common problem solving tool sets are 7 simple (statistical) methods and 7 (new) management and planning methods, plus the Six Sigma methodology.

Process – reciprocally connected set of actions or a set of actions with a reciprocal impact turning inputs into outputs (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). Value adding sequence of actions giving a necessary output out of different inputs (EFQM).

Process management – system management and monitoring of the organization as a system of reciprocal processes. The objective of this action is both the improvement of financial results and process effectiveness.

Process owner – person in the organization, who is responsible for the relevance and effectiveness of the process, involving other employees of the organization if needed. The difference between a process owner and a process manager is sometimes distinguished. Process owner is responsible for the overall purposeful and effective operation of the process (business excellence); process managers are responsible for the smooth operation of a process on a daily level (operational excellence).

Internal evaluator – member of an organization with a relevant training, who takes part in the internal evaluation. Internal evaluators act mainly as internal auditors or as self-assessment internal evaluators (assessors).

Internal evaluation – any management system or its evaluation conducted by the organization itself. Main forms of internal evaluations are first party audits (internal audits) and self-assessments.

Input – material and/or info, which will be turned into an output through a process. Process inputs are usually outputs of other processes.

Standard – normative document drafted based on a consensus and adopted by a recognized institution outlining the rules, guidelines and characteristics of actions or their outcomes. The document is intended for general and repeated use and is aimed at achieving an optimal level of order in a relevant context (EVS-EN 45020:2008 “Standardization and related activities”). A standard is a document describing the important parts of a product or a process.

Target group – group of people with common characteristic(s), to whom the offered service, product or related info is aimed at.

System – set of reciprocal elements or elements with a reciprocal effect (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Application document – standard document for external evaluators (assessors, validators, etc) to be presented in order to receive feedback and/or recognition on the level of organization’s (management) quality.

Product/service – process outcome or the result of the set of activities of reciprocal impact transforming inputs into outputs. A service is the result of at least one activity happening between the contractor and the customer and is usually not incorporated into goods. Service rendering can include: activities performed on a product incorporated into goods that is supplied by the customer (fixing a car); activities performed with a product not incorporated into goods supplied by the customer (preparing the earnings report for a tax return); delivery of a product not incorporated into goods (supplying information in the context of conveying knowledge); creating an environment for the client (i.e. in hotels and restaurants) (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Efficiency – the relation between achieved goals and used resources (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Excellence model – system of criteria used to evaluate the organization's maturity level or organizational excellence describing the operation of the entire organization. Most popular excellence models are the EFQM Excellence Model, Baldrige Performance Excellence Model, CAF (Common Assessment Framework) and their adjustments.

External assessment – evaluation of an organization or a process level conducted by independent external evaluators. An external assessment gives feedback on the strengths and areas that need improvement and issue a numerical assessment (score) and relevant recognition upon need.

Challenge – a situation or an occurrence full of obstacles and the feeling of triumph that may be caused by the changes in objectives, changed risks or possibilities. Challenges are overcome by preventive action.

Output – the immediate outcome of a process. It is different from the overall outcome (impact) of the process for different stakeholders occurring with a certain shift in time.

Value chain – a value chain is formed by the actions of an organization that create added value and that compete with other companies that add value. The requirements of creating a value chain are customer's needs and expectations that are being met as well as possible.