

Occupational standard

Quality specialist, level 6

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 specialist, level 6 occupational standard is the basis for the drafting of curricula on the professional higher education level 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
<i>Quality specialist, level 6</i>	<i>6</i>

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.

Quality specialist, level 6 administers consistently the quality management system of the organisation within the scope of their authority and assumes responsibility for its effectiveness.

In their decisions concerning quality they are guided by the quality policy of the organisation and the relevant guidelines and orders of the quality manager and process owners.

The objective of a quality specialist'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 specialist's attention is on processes ongoing in an organisation that directly or indirectly impact quality that is delivered to the customer. A quality specialist participates in the potential actions to improve processes by involving colleagues who are engaged with these processes. A quality specialist organises the monitoring and analysis of processes and the documentation of actions where necessary.

A quality specialist keeps themselves and other relevant parties up to date with the developments of all relevant methodologies and approaches in the world. A quality specialist 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-related training (in cooperation with the personnel manager):

- 1) mapping of training requirements;
- 2) planning and conducting 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 for carrying out customer opinion and satisfaction surveys.

A.2.7 Organising management system evaluation 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) carrying out 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 specialist 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;
Appropriate measurement equipment;
Means for recording visual events: photo camera and video camera;
Fact collection database and analysis environment (for example Excel);
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

ESF Program "Development of occupational qualifications system"

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 specialist, level 6, it is recommended

completion of a curriculum corresponding to the requirements of the occupational standard and work experience

or

completion of a level 5 curriculum corresponding to the requirements of the occupational standard and/or completion of in-service training courses corresponding to the requirements of the occupational standard and professional work experience in the field of quality management.

A.7 Possible job titles

Quality specialist, quality inspector, quality engineer, process manager, supply chain quality specialist, quality auditor (also quality internal auditor), quality analyst.



Euroopa Liit
Euroopa Sotsiaalfond



Eesti tuleviku heaks



ESF Program "Development of occupational qualifications system"

Part B

COMPETENCE REQUIREMENTS

B.1. The structure of the occupational qualification

In order to apply for the occupational qualification of quality specialist, level 6, 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 6
<p><u>Performance indicators:</u></p> <ol style="list-style-type: none"> 1) participates in a team developing 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) participates in the preparation of 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; 4) participates in the development of the principles of quality documentation that are appropriate (fit for purpose) for the organisation on the basis of the size and structure of the organisation and according to instructions; 5) coordinates the implementation of various 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) participates in the impact assessment of decisions in the field of quality in accordance with the management accounting principles established in the organisation (cost-benefit analysis, cost of quality, etc.) and instructions; 7) regularly reviews and updates the quality manual of the organisation on the basis of the requirements of the organisation and its customers; 8) regularly reviews and updates the procedural rules, manuals, forms and other documents necessary for the functioning of the organisation's quality management system and quality assurance of products (services) on the basis of the requirements of the organisation and customers; 9) participates in 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; 10) maintains and develops partnership relations with stakeholders on the basis of the requirements of the organisation, its agreements and objectives. 	
<p><u>Supporting knowledge:</u></p> <ol style="list-style-type: none"> 1) principles of management of organisations; 2) principles of strategic management; 3) principles of quality management (TQM); 4) total quality management system standard ISO 9001; 5) general principles and logic of other quality management systems (EFQM model, CAF, etc.); 6) teamwork and managing a team. 	
<p><u>Assessment method(s):</u> structured written assignment and/or portfolio and/or interview.</p>	
B.2.2 Control of requirements applicable to an organisation	EstQF level 6

Performance indicators:

- 1) participates in the teamwork assignment of creation of a control system of requirements on the basis of the objectives of the organisation;
- 2) monitors the applicable normative, legal, standard and client related, and organisational requirements;
- 3) monitors, as required, the requirements applicable to the organisation and their implementation by using various means of monitoring;
- 4) updates internal documents of the organisation according to the changed requirements;
- 5) participates in the teamwork for the integration of requirements on the basis of the field of activity of the organisation and strategic objectives.

Supporting knowledge:

- 1) laws and legislation related to the field of activity of the organisation;
- 2) applicable standards;
- 3) organisational requirements and applicable requirements to the organisation (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

6

Performance indicators:

- 1) participates in the definition of core processes that create value for the customer working together with the leaders of the organisation, using appropriate creativity techniques;
- 2) participates in the definition of management and support processes together with leaders of the organisation by using appropriate (creativity) techniques,
- 3) defines the mutual associations of processes of various types based on the expected output of each process and potential inputs;
- 4) 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);
- 5) organises training for 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;
- 6) 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;
- 7) ensures a consistent level of mapping of processes throughout the entire value chain, analysing mapped processes and making relevant suggestions to the process owners;
- 8) participates in the creation of a system of process measures in cooperation with managers and process owners based on the objectives of the organisation;
- 9) analyses the appropriateness of process measures through various process levels, evaluating the mutual impact and taking into consideration the difference between performance indicators and predictive indicators;
- 10) ensures the presentation of measurement results to relevant stakeholders, taking into consideration the different capabilities of employees to interpret numerical indicators, on the basis of instructions;
- 11) ensures the administration of processes in such a manner that the process management is sustainable and appropriate and manageable for the organisation, taking into consideration the requirements imposed within the organisation;

ESF Program "Development of occupational qualifications system"

12) supports process owners (and process teams) in defining and assessing risks applicable to the process by using appropriate risk assessment methods for that purpose;
 13) supports process owners (and process teams) in analysing the effectiveness of the process, including finding out the reasons for a failure to accomplish the objectives by using appropriate data analysis and problem resolution methods for that purpose;
 14) 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) principles and methods of process management;
- 3) techniques and potential technologies for the mapping of processes;
- 4) associations between processes and the organisational structure;
- 5) systems for the monitoring of the operation of organisations (for example balanced scorecard);
- 6) mutual associations between measures;
- 7) difference between the result and process measurement and the performance indicator and the predictive indicator;
- 8) the impact of measurement on the behaviour of people, techniques for the visual presentation of results;
- 9) data analysis methods (for example 7 simple methods, statistical methods);
- 10) problem solving methods (for example 7 new management methods, 7 management and planning methods, Failure Mode and Effect Analysis, Fault Tree Analysis);
- 11) creativity techniques;
- 12) lean manufacturing techniques;
- 13) benchmarking;
- 14) project management;
- 15) knowing training methods and results of their application;
- 16) resolution of conflict situations.

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
6**

Performance indicators:

- 1) participates in the data analysis for the determination of 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) participates in the selection of suitable training method, training provider and subject(s) based on the objectives established with regard to the training;
- 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) participates in the organisation of training courses in accordance with instructions, requirements and established objectives;
- 6) participates in the definition of measurement techniques for the assessment of training results depending on the objective of the training;
- 7) analyses the application results of measurement techniques obtained in the course of assessing

ESF Program "Development of occupational qualifications system"

training results and participates in the determination of new training requirements;
8) participates in the analysis of substantiated recommendations and organises 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) nature of the training requirement and causes;
- 4) nature of the target group with training requirement and definition;
- 5) nature of training and impact on the organisation;
- 6) principles for the selection of training methods;
- 7) cohesion of learning outcomes with the objective of the training;
- 8) application of training assessment methods and analysis of results.

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

B.2.5 Collection and analysis of data

EstQF level 6

Performance indicators:

- 1) updates the optimal selection of objectives of the company both in terms of a strategy perspective and operations on the basis of the overall strategic objectives of the company;
- 2) updates the unit or process-based objectives of operations in accordance with instructions;
- 3) participates in establishing an appropriate measurement system guided by the necessity of processing data and established objectives in cooperation with the managers of the organisation;
- 4) monitors products and processes on the basis of instructions;
- 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 changes on the basis of results of monitoring and instructions;
- 7) monitors recorded contacts (including institutions outside of the organisation, etc.) by stakeholders 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) aggregates the results of monitoring into overviews and presents to decision-makers according to the approved scheduled interval (week, month, quarter, half-year, year);
- 10) 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) metrology.

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

B.2.6 Control of system of customer relationships

EstQF level 6

Performance indicators:

ESF Program "Development of occupational qualifications system"

- 1) participates in the description of principles and processes associated with making promises to customers in cooperation with the managers of the organisation;
- 2) monitors 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 and participates in the implementation of system improvement projects;
- 4) participates in the description of principles and processes associated with the mapping and recording of customer needs and requirements;
- 5) monitors the processes associated with the mapping and recording of customer needs and requirements in order to ascertain whether the system needs to be changed;
- 6) makes proposals for the improvement of the system for mapping and recording of customer needs and requirements and participates in the implementation of system improvement projects;
- 7) participates in the description of customer communication processes and principles;
- 8) monitors the process of customer communication for determination of need for modification;
- 9) participates in the description of processes and principles for the handling of customer complaints and claims and dispute resolution;
- 10) participates in the analysis of complaints, claims and disputes, using appropriate methods for the determination of root causes in accordance with their area of responsibility;
- 11) participates in the implementation of improvement plans developed on the basis of complaints, claims and/or disputes and prepares regular reports to the management;
- 12) participates in the analysis of the effectiveness of improvement measures to find systematic possibilities for improvement of the management system and reduction of complaints, claims and disputes and prepares regular reports to the management;
- 13) makes proposals concerning the improvement of the system for the handling of customer complaints and claims and dispute resolution and participates in the implementation of system improvement projects;
- 14) participates in the description of the planning, implementation and analysis of results and presentation process of customer opinion and satisfaction surveys and associated principles;
- 15) if necessary, participates in the planning of customer opinion and satisfaction surveys through selection of appropriate methodology, including objective, target groups, sample size, data collection process, questionnaire, survey methods);
- 16) participates in conducting customer opinion and satisfaction surveys;
- 17) participates in the analysis of the results of customer opinion and satisfaction surveys;
- 18) participates in the development and implementation of appropriate measures on the basis of customer opinion and satisfaction survey results and prepares a report;
- 19) 5) makes recommendations for the improvement of a system of customer opinion and satisfaction surveys.

Supporting knowledge:

- 1) Problem solving methods;
- 2) methods for the presentation of information;
- 3) quality management methods and standards;
- 4) core process of the organisation;
- 5) methods for the mapping of stakeholders;
- 6) principles and methods of process management;
- 7) techniques and potential technologies for the mapping of processes;
- 8) associations between processes and the organisational structure;
- 9) systems for the monitoring of the operation of organisations (for example balanced scorecard)
- 10) mutual associations between measures;
- 11) difference between the result and process measurement and the performance indicator and the predictive indicator;
- 12) impact of measurement on the behaviour of people;
- 13) techniques for the visual presentation of results;

ESF Program "Development of occupational qualifications system"

- 14) data analysis methods (for example 7 simple methods, statistical methods);
- 15) problem solving methods (for example 7 new management methods, 7 management and planning methods, Failure Mode and Effect Analysis, Fault Tree Analysis);
- 16) creativity techniques;
- 17) lean manufacturing techniques;
- 18) benchmarking;
- 19) project management;
- 20) knowing training methods and results of their application;
- 21) resolution of conflict situations.

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

B.2.7 Organising management system evaluations and process development

**EstQF level
6**

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 resource 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 of the required level;
- 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 (if necessary), 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 resource 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;

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

B.2.8 Management of process change projects	EstQF level 6
<p><u>Performance indicators:</u></p> <ol style="list-style-type: none"> 1) drafts the project plan on the basis of the customer requirements and available resources; 2) collects and processes data in accordance with instructions; 3) collects and processes a comprehensive set of background information on a problem on the basis of appropriate information collection methods; 4) describes a problem using organisational process terminology, using the collected information and appropriate information presentation methods; 5) assesses the extent of the impact of the problem using available information; 6) if necessary, makes recommendations for further correction of the process; 7) analyses the causal mechanism of a nonconformity for finding causes by using appropriate information processing methods; 8) tests causes found by using appropriate testing methods; 9) sends information to the stakeholders concerning confirmed causes by using appropriate information sending methods; 10) working together with the team, formulates the potential alternative ways to solve a problem by making use of the appropriate problem-solving methods; 11) if necessary, tests solution ideas formulated on the basis of available information by making use of the appropriate testing methods; 12) formulates the final description of corrective action by reference to a confirmed cause and effect relationship and previous tests; 13) makes changes in accordance with the project plan; 14) measures the result of the change by using changed measures if necessary; 15) prepares new documentation for changes processes by making use of appropriate documentation methods; 16) searches for a wider area of application for the applied solution, guided by available information; 17) makes recommendations for the standardisation of the implemented solution on the basis of the objectives of the organisation; 18) participates in the drafting of the final report of the project by making use of previously collected data and results of stages; 19) formulates the potential learning points for the implementation of similar projects in the future by using appropriate documentation and information presentation methods; 	
<p><u>Supporting knowledge:</u></p> <ol style="list-style-type: none"> 1) problem solving methods; 2) methods for the presentation of information; 3) quality management methods and standards; 4) core process of the organisation. 	
<p><u>Assessment method(s):</u> structured written assignment and/or portfolio and/or interview.</p>	

B.2.9 Support and consultation of organisation development (working together with management):	EstQF level 6
<p><u>Performance indicators:</u></p> <ol style="list-style-type: none"> 1) participates in the selection and adaptation of 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) regularly verifies the content of the database of suggestions in order to implement the suggestions at the best possible time; 	

ESF Program "Development of occupational qualifications system"

- 5) keeps themselves up to date with developments and innovations taking place in the field by being a member of networks (for example being a member of working groups, sector organisations, etc.) and by actively seeking for the best practices in the field;
- 6) identifies and promotes best practices within the organisation, collecting and sharing appropriate information;
- 7) participates in the search for the suitable comparison organisations and preparation of a comparison on the basis of the requirements and objectives of the organisation and by making use of different networks;

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 6
---	--------------------------

Performance indicators:

- 1) participates in the mapping of the expectations and requirements of internal and external communication based on the objectives of the organisation and the applicable regulations (for example through stakeholder mapping);
- 2) participates in the evaluation of the necessity of internal and/or external communication, guided by the accomplishment of quality management projects, programmes, reporting and objectives;
- 3) drafts and documents 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) administers and updates 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 on the basis of instructions;
- 8) organises 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 instructions;
- 9) participates in the assessment of the impact and effectiveness of internal and external communication with respect to the organisation by using appropriate methodologies (for example surveys, audits);
- 10) drafts recommendations for the improvement of internal and external communication, provides 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 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 specialist, level 6

EstQF level 6

Performance indicators:

- 1) participates in directing quality processes within the organisation, is aware of R&D, the market and competitors' activities in the field of quality;
- 2) demonstrates initiative, makes quick and clear decisions even under the conditions of insufficient information;
- 3) participates in providing others with a clear sense of direction and initiates action as required;
- 4) participates in the establishment of clear objectives, planning actions and participating in 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 to implement solutions to problems;
- 8) is capable of providing an overview of issues assigned to them for resolution both in writing and verbally;
- 9) collects, arranges and distributes quality-related information necessary to the organisation in accordance with instructions;
- 10) participates in the implementation of innovations developed within the organisation;
- 11) establishes effective relationship networks with internal stakeholders within the organisation, achieving their clear consent and devotion through convincing and negotiations;
- 12) is proficient in their job in the official language on the level of C1 and at least one foreign language on the level B2 (see Annex 2);
- 13) uses the computer 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	14-02012014-4.2/1k
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)	6
C.2 Title of occupational qualification in foreign languages	
In English: Quality Specialist	
In German: Qualitäts Spezialist	
In Russian: специалист по качеству	
In Finnish: laatuspesialisti	
C.3 Annexes	
Annex 1 Computer skills	
Annex 2 Language skill levels	
Annex 3 Concepts	

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).

ESF Program "Development of occupational qualifications system"

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).

ESF Program "Development of occupational qualifications system"

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).

ESF Program "Development of occupational qualifications system"

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, alteration 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.

ESF Program "Development of occupational qualifications system"

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



ESF Program "Development of occupational qualifications system"

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.