

Awareness Raising Seminar on IS/ISO 10015 and Quality Management in human Capital Formation, 7-8 February 2007

Bureau of Indian Standards



In collaboration with

International Organisation for Standardisation



Introduction and Background

Quality management has come to be recognised as one of the most crucial core competences of all organisations. With global competition on the upswing, it has become imperative that organisations have a clear understanding of and guidance on the application of Quality Management. The IS/ISO 10015 Quality Standard for Training has specifically been developed for quality assurance of managing the *training function within organisations. This has been purposely designed to safeguard the resources invested by organisations in acquiring know-how and securing talents through training.*

The Bureau of Indian standards (BIS) in collaboration with International Organisation for Standardisation (ISO), organised a two day workshop to introduce and generate awareness on the IS/ISO 10015 system among stake holding organisations such as ministries, the private and public training providers, companies and chambers/employer organisations, to the need for quality management in the process of skill development and in the effective management development.

The venue of the workshop was at the National Institute of Training for Standardisation (NITS), A-20-21, Institutional Area, Sector 62, Noida (U.P)

Objective

While the workshop sought to introduce and provide an initial exposure to the IS/ISO 10015 Quality Standard for Training and its application, it broadly aimed at sensitizing the stakeholder organisations to the need for Quality Management in the process of skill development and in the effective management development.

Presenters/Trainers

Team Leader, *Prof.Lichia Yiu*, Centre for Socio-Eco-Nomic Development(CSEND), President of the Academy for Quality in Training and Education based in Geneva, is an eminent expert of education and training and has consulted governments, international organisations and enterprises on effectiveness and efficiency of education and training systems.

Mr.Tommie J.Johansson, the Academy for Quality in Training and Education (AdeQuaTE), rich with experience in diverse fields such as consultancy, national standards formulation as a member of Swedish Standards Institute technical committee for quality management,

has also held the position as Sweden's national expert in training and economics, among others.

Participants

The forty-odd participants comprised predominantly of personnel from the BIS. Besides, them there was a single participant each representing an NGO (CUTS International), a private company (Escorts Hospital, New Delhi), and Iran's counterpart organisation of BIS.

The Workshop

- The two day long workshop was distributed over seven sessions which were alternatively handled by both the presenters.
- Lichia set the mood for the day's workshop by highlighting in the first session the significance of Human Capital and its link to national competitiveness. In so doing she threw light on the strategic function of lifelong learning. She stressed that the presence of factors such as highly skilled labour is crucial for a comparative advantage within a region.
- National Competitiveness she emphasised is factor driven, efficiency driven and innovation driven. Given this, a natural allusion was made to the ranking of *Higher Education in India* where she pointed out that India ranked 101 compare to the Rest of the World in Quality of public schools and ranked 7 in the quality of math and science education. She thus brought out the inherent flaws in the education system which ranged from poor infrastructural facilities to biases and prejudices towards certain subjects.
- This brought us to the next point she made which was on the urgent need for Quality Assurance System and Continuous Learning opportunities within the context of an organisational set up. Here the dual challenge of enhancing Human Capital and Organisational Capital has to be met, since they are seen to be the basic unit of continuous learning.
- Training was explained as an important tool for companies who have to enable changing employee competence. A continuous improvement process to ensure that appropriate knowledge, skills and behaviours are available in the organisation in order to satisfy the needs and goals of the business.
- Tommie in his presentation spoke about **ISO 10015** and its core elements. He elaborated on the fact that it is a quality assurance standard for (education) and training, the function of which is to ensure the impact and the effectiveness of training systems within an organisation so that higher Return on Investment (ROI) can be attained. Highlighting quality assurance, he listed out that the following is needed to ensure 'Quality'.
 - A **management system** which links the strategic objectives of the country AND learning activities at all levels
 - A **process control system** which gives transparency to the actual work processes regarding developing and delivery of education and training
 - A **tracking system** which keeps records and provide rich data for review and continuous improvement

- A **participatory mechanism** which engages multi-stakeholders in the learning/education process and investment decisions
- He elaborated on how the ISO 10015 is different from ISO 9001 and that within its scope it contains a detailed guideline for training
- He concluded with an explanation of the crucial link between training and organisational performance.
- The following sessions gradually became more focussed and in the process became much more technical, throwing light on aspects such as Training Needs Analysis, Competence, Performance Gap Measures, Training methodology, learning processes, Monitoring and Return on Investment Model, Cost-Benefit Analysis, methods of monitoring, requirement for implementation etc.
- Finally, there was also a presentation of a detailed Road Map to a successful ISO 10015 Registration.

Highlights

The presenters were both experts from their respective fields, and hence contributed to a very rich and gainful experience and understanding of the subject. Group and individual exercises which took place worked both as an interesting tool to tease out new ideas as well as broke the monotony of a lecture-like situation. There were about four such exercises.

Lowlights

The contents of the presentations were too technical, and loaded with theoretical explanations, which made it too academic and made interaction between the presenters and the participants also weak. Also, the presenters generously used jargon in their articulation, referring to sub clauses of previous standards, which were not understood by all. The number of slides on an average that each presenter used for one session was around 25, thus making it difficult to hold the attention of the participants for long. The workshop was about Training (enhancing Human Capital), and hence it would have been fruitful had the profile of participants been more appropriate, for instance it would have been a good idea to have CEOs ,CFOs and HR managers , as they are directly connected with organisational capital building.

Lessons Learnt

- It was interesting to learn that ISO 10015 is essentially a tool designed to act as an interface between Human Capital and Organisational Capital, i.e. the connection between individual capacity to continuous adaptation and learning and the organisational capacity to continuous adaptation and learning.
- Training is not meant for mere conformity or compliance, but performance and results. It is about continuous organisational learning.

Miscellaneous

For CUTS the experience and learning from this workshop may be useful insofar as using this tool to analyse the performance of some of its partner organisations (for instance GRANITE partners) so that there may be a standard in expected quality of work rendered by them. Lichia suggested using this tool to also analyse CUTS' work on TRTA Evaluation.