

**تقويم واقع نشاط التدريب وتوثيقه في إطار تطبيقات  
المواصفة الإرشادية الدولية ( ISO 10015 )  
دراسة حالة في وزارة البلديات والأشغال العامة**

**المستخلص**

(ISO 10015)

(%55)

**Abstract**

This research has taken to the knowledge of the scope of applying the international specification of (ISO 10015) which is regarded to training by the Iraqi ministry of municipalities and public works ,in order to determine its training quality .By using the checklist made based upon the items of the specification ,after translating the English copy into Arabic ,which takes the indications of training depending on qualitative bases. The results of the analysis emphasized that occurred total average by comparison the evaluation of the training activity in the mentioned ministry with the international specification in all of its main items, which was (%55) ,and totally documented ,which finally refer to the existence of great gap in attaining the quality requirements in the training activity of that ministry.

## المقدمة:

1999 (SO 10015)

(ISO 10015)

(ISO 10015)

### المحور الأول: الجانب النظري

#### أولاً: مفهوم التدريب في ظل إدارة الجودة الشاملة

"(Neo et al,1995:59)

(68 :2004 )

.(Kelner, 1998:31)

. (Malhi, 2000:3)

.(Zhang, 1998:28)

.(Malhi, 2000:3)

(80 – 40)

(100,000)

(Honda of America)

(Motorola)

.(Krojewski & Ritzman,1999:217)

(%40)

(120)

.(Ross,1995:122)

.(Kelner,1998:31)

( )

"Train the Trainer"

.(Krajewski &amp; Ritzman,1999:218)

:

(Bounds et al, 1994:470), (Ross, 1995:122-123) , (Teare et al,1997:167) ,  
(Dale et al, 1997:78) , (krajewski & Ritzman,1999:217)

.1

.2

.3

.4

.5

.6

.7

.(Ross,1995:123) "Pay-for-skills"

**ثانياً: التدريب على وفق المواصفة ISO10015**

(1999)

(ISO/Tc 176)

( / 10015 - )  
(ISO) 1999/12/15 (28:2003)

: (ISO)

.(ISO10015, 1999)

**ثالثاً: إرشادات التدريب بموجب المواصفة الدولية الآيزو (10015)**-1

(ISO10015)

:

-

-

-

-

-2

(ISO 10015,1999)

(ISO 10015, 1999)

: ( )  
 ( )  
 ( )  
 ( )  
 ( )  
 ( )  
 ( )

-3

(ISO10015,1999)

:

-  
 -  
 -  
 -

-4

(ISO 10015,1999:7)

( .... )

(ISO 10015,1999:7)

:

-  
 -  
 -

-5

(ISO 10015, 1999)

ISO 10015

:

-  
 -  
 -

(ISO 10015, 199)

:

( )

( )

-6

(ISO 10015, 1999)

(ISO 10015, 1999: 9)

(Validation)

(ISO 10015, 1999)

**المحور الثاني: إطار المشكلة المبحوثة ومنهجية البحث الميداني:**  
**أولا: مشكلة البحث:**

(10015)

.( 10015)

:

10015)

.1

(ISO

10015)

.2

(ISO

.3

( ISO 10015)

.4

(ISO 10015 )

### ثانياً: أهداف البحث:

:  
(ISO 10015)

.1

.2

.3

( ISO10015 )

.4

(ISO 10015 )

### ثالثاً: أهمية البحث

(10015)

### رابعاً: أسلوب البحث

(Case Study)

(2001:219 )

(ISO 10015 )

**خامساً: مجتمع البحث وعينته**

(4)

**سادساً: أسلوب جمع البيانات والمعلومات وتحليلها**

.1

(check lists)

( ISO10015)

:	(7)	(1-4)	-
(41)		(2-4)	-
(44)		(3-4)	-

.2

.(1)

(1)

(ISO 10015)

		( )
%100	6	-1
%83 3	5	-2
%66 7	4	-3
%50	3	-4
%33 3	2	-5
%61 7	1	-6
		-7

( strength points)

.3

( weakness points)

### المحور الثالث: الجانب التطبيقي للبحث

: (ISO 10015)

أولا- الفقرة (1-4) التدريب عملية بأربع مراحل

(1-4)

(2)

(1-4)

(4) (3)

(2)

(%57 2)

. (%42 8)

:

.1

.(%100)



(2)

(ISO 10015:1999)

(1-4)

							(1-4)
(0)	(1)	(2)	(3)	(4)	(5)	(6)	
	16 7	33 3	50	66 7	83 3	100	
							( 1-1-4) -1
						√	:
		√					
			√				-
		√					-
					√		-2 (1)
		√					( 2-1-4) -3
		√					( 3-1-4) -4

0	1	2	3	4	5	6	
		2	3		1	1	( )
-	-	66 9	150		83 3	100	× ( ) ( )
<u>400 3</u> 7							÷ ( ) ( )
%57 2							

.2

. (%33 3)

(%50)

.3

(%33 3)

.5

. (%83 3)

.6

( )

.7

(%50)

.8

**ثانيا- تقويم الفقرة (2-4) تحديد الاحتياجات التدريبية على****وفق المواصفة الدولية**

	(3)	
	(2-4)	
(ISO 10015:1999).		(41)
(3)		(%50 8)
(3)		
(%49 2)		
(3)		

: -1 ( 1-1-4)

(%100)

(7)

(2)

(%66 7)

(3)

(ISO 10015:1999)

(2-4)

							(2-4)
(0)	(1)	(2)	(3)	(4)	(5)	(6)	
	61 7	33 3	50	66 7	83 3	100	
							( 1-1-4) -1
						√	:
		√					
		√					-
		√					-

		√					-
		√					-
							2-2-4) ( -2 :
			√				-
√							-
		√					-
			√				-
√							-
			√				-
							3-2-4) (
						√	-3 /
			√				-4

							-5
						:	
√							-
						√	-
		√					-
						√	-
			√				-
						√	-
				√			-

						√	-
			√				-
							4-2-4) (
		√					-6
							-7
√							-
√							-

			√				-
			√				-
						√	-
							Focal Points Teams
							5-2-4) (
√							-8
							6-2-4) (
						√	-9
							-10
√							-
		√					-
		√					-
		√					-



√							-
			√				-

							7-2-4) (
						√	-11
						√	-12
						√	-13  (3-2-4)
						√	-14

8		11	9	1		12	( )
		366 3	450	66 7		1200	( ) ( × )
<b>083</b>							
<b>41</b>							
<b>%50 8</b>							

(2-2-4) -2

( %50- )

(3)

:

-

•

•

•

•

•

•

(3-2-4) -3

(3-2-4)

-3

: (%100)

-

•

(IT)

•

•

•

•

-

( )

-

(%50)

(3)

-

(%33 3)

(2)

(%67 7)

-

(%50)

(3)

-

(%66 7)

(%33 3)

(%50)

		(4-2-4)	-4
<b>Focal Point</b>	(%100)		-
		( Teams)	
			-
	(%100)		
	(%50)	(5-2-4)	-5
			-
		(6-2-4)	-6
			-
	(%100)		-
		(%100)	-
		:	(%66 7)
			•
			•
			•
			•

-

-7 (7-2-4)

: (%100)

-

-

-

-

**ثالثا- تقويم الفقرة (3-4) تصميم التدريب وتخطيطه**

(4)

(ISO 10015:1999)

(3-4)

(44)

(3)

(%54 9)

. (%45 1)

(4)

(ISO 10015:1999)

(3-4)

							(3-4)
(0)	(1)	(2)	(3)	(4)	(5)	(6)	
	61 7	33 3	50	66 7	83 3	100	(3-4)
							-1
							-:
√							-
							(5-2-4)
√							-
							2-3-4)
							(
							-2
							:
						√	-
						√	-
						√	-
				√			-

				√			-
				√			-
				√			- ( )

		√					-
		√					-
		√					-
							3-3-4) (
		√					-3
		√					-4
							) ( ...
							-5
							-: -
						√	-
						√	-
						√	-
			√				-

						√	-
						√	-
						√	-
							( 4-3-4)
			√				-6
						√	-7
		√					-8
						√	-9
							-10
							-:
						√	-
						√	-
						√	-
						√	-
√							-



√							-
√							-
√							-
√							-
		√					-
		√					-
					√		-
			√				-
			√				-
			√				-
							5-3-4) (
√							-11 ( )
		√					-12 )

√							-13
√							-14
<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	
<b>10</b>		<b>9</b>	<b>5</b>	<b>4</b>		<b>16</b>	( )
		<b>299 7</b>	<b>250</b>	<b>266 8</b>		<b>1600</b>	× ( ) ( .
<b><u>2416 5</u></b>							(6 ÷ )
<b>44</b>							
<b>%54 9=</b>							

(4)

(3-4)

:

:

.1

-

:

•

•

•

•

( ... )



		-
		-
		-
	( )	-
		-5
		(%50)
	( )	
		-6
		(%50)
		-7
(%66 7)		
		-8
	(%33 3)	
		(%66 7)

## المحور الرابع: الاستنتاجات والتوصيات

### أولا: الاستنتاجات

- 1.
2. (1-4)
3. (2-4)  
(ISO 10015 )
4. (3-4)  
(ISO 10015 )
5. (3-4)  
(ISO 10015)  
(%55)  
(%45)  
(ISO 10015)

## ثانيا- التوصيات

.1

(ISO 10015 )

.2

( )

.3

.4

.5

.6

.7

.8

( )

.9

**مصادر البحث:**

1. (3003) ISO 10015 )
  2. (2004) )
  3. (2001) )
- 7
- 4- Bounds, G., Yorks,L.,Adams,M.&Panney,G.,(1994), "Beyond Total Quality Management" Toward the Emerging Paradigm", Mc Graw-Hill, Inc, co. U.S.A.
  - 5- Dale, B.G., Cooper, C.L. & Wilkinson, A.,(1997) ,"managing Quality & Human Resources" A Guide to continuous Improvement, Black well publishers Inc .
  - 6 - ISO 10015: 1999 Quality Management-Guidelines for Training.
  - 7- Krajewski, L.J., &Ritzman, L.P., (1999),'operations Management'' Multimedia version, 3<sup>rd</sup> Ed, Addison-Wesley publishing CO, Inc, U.S. A.
  - 8- Noe, R.M., Hollenbeck, J.R., Gerhart, B., & Wright, P.M., (1994)'Human Resource Management'': Gaining A competitive Advantage, Austen Press, Richard, D. Irwin, Inc, U.S.A.
  - 9 - Ross, J.E, (1995),'Total quality Management'' 2<sup>nd</sup> Ed, Text, Cases And Reading, St. Lucie press U.S.A.
  - 10 - Kelner, Steve, (1998),'Managing the Climate of a TQM Organization'', Center for Quality of management Journal, vol.7, NO.1.
  - 11 - Kelner, Steve, (1998),'Managing the Climate of a TQM Organization'', Center for Quality of management Journal, vol.7, NO.1.
  - 12- Malhi, Ranjit singh, (2000),' Understanding Total Quality Management'', Articles, Available from, [www.higbeam.com/library/doc.asp](http://www.higbeam.com/library/doc.asp).
  - 13- Zhang, Zhihai, (1998),'Developing A TQM. quality management Method Model'', University of Goroningen, The Netherlands , Available from, [www.ub.rug.nl/eldoc/som/97](http://www.ub.rug.nl/eldoc/som/97).