



TQM and School Restructuring: a case study

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ABSTRACT *This article aims to describe briefly how the junior section of one school faced major problems through adopting a total quality management (TQM) approach to change and restructuring. We begin by providing a brief description of the school's problems and discuss TQM generally in educational settings, including some definitions of what it is and is not. We then describe the new structure implemented at the school and comment on some emerging positive features of the change.*

Introduction

This is a description of one way that total quality management (TQM) can be implemented in schools. It is a case study of change driven through a TQM philosophy in one self-managed school as it attempted to respond to fiscal crisis and its community's demand for an organisation that was more caring and responsive to student, parent and teacher needs. The paper suggests that schools with the will to innovate can, through a TQM approach, provide an education that responds to the school's need to cope with the challenge of diversity. We do not suggest that the structure described is suitable in all settings, but it may present some issues for consideration by schools contemplating change.

The paper is divided into a number of sections. First, we describe briefly the methodology employed and recount initial problems prompting the need for change. Following sections discuss TQM in education, including a guiding definition and TQM as a philosophy shift in education. The final section describes the new structure adopted by the school and provides some initial impressions of the influence of the change.

Method

Both authors were involved in the change process. One as an external consultant or 'critical friend' and one in various stages as a staff developer and consultant. The data reported here were collected through participant observation, reflective inter-

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