



اتحاد الجامعات العربية

“A holistic approach to achieve quality in Higher Education”

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Session V

“Linking the Three Systems and Implementing the QA Initiative”

By

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Agenda

- Interrelation of systems
- Interrelation of goals
- Linking the 3 systems
- Implementation challenges: which is first?
- Possible Road Map
- Conclusions

Interrelations Between Systems

- Tackling the QA project ought to be channeled to build the three strategic, quality and performance systems.
- However, for the efforts to be fruitful, the three systems need to be inter-linked to bring about a manageable status of quality assurance and excellence.

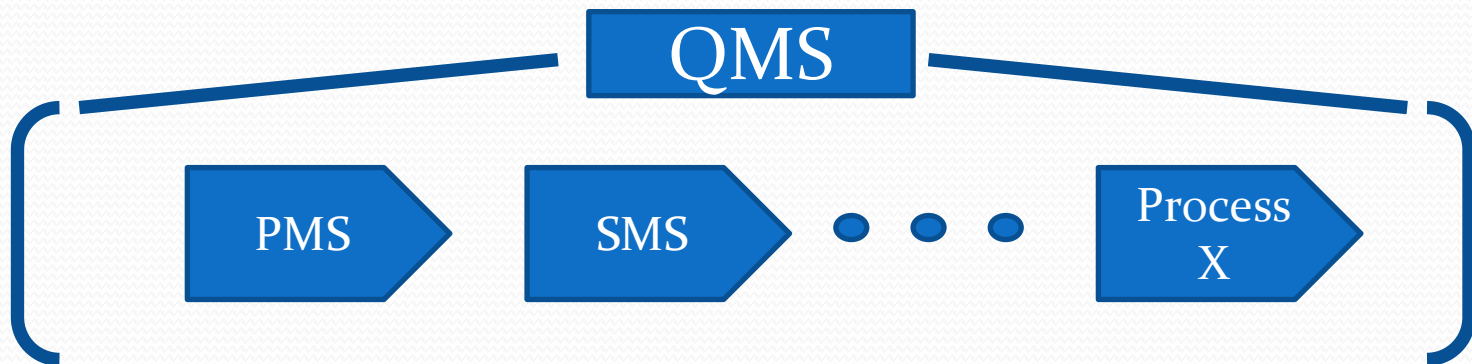
Interrelations Between Systems

- The SMS will yield:
 - Strategic goals
 - Long term strategic plan
 - (and a short term operational plan).
- Each will need adequate KPIs to measure degrees of achievement.



Interrelations Between Systems

- The strategic planning should be a process to ensure its continuity within a conforming framework and cycle.
- The same applies to measuring performance indicators.



Interrelations Between Systems

- QMS will be influenced amongst other references by the strategic direction and plans.



- This influence is propagated throughout all the processes within the QMS.

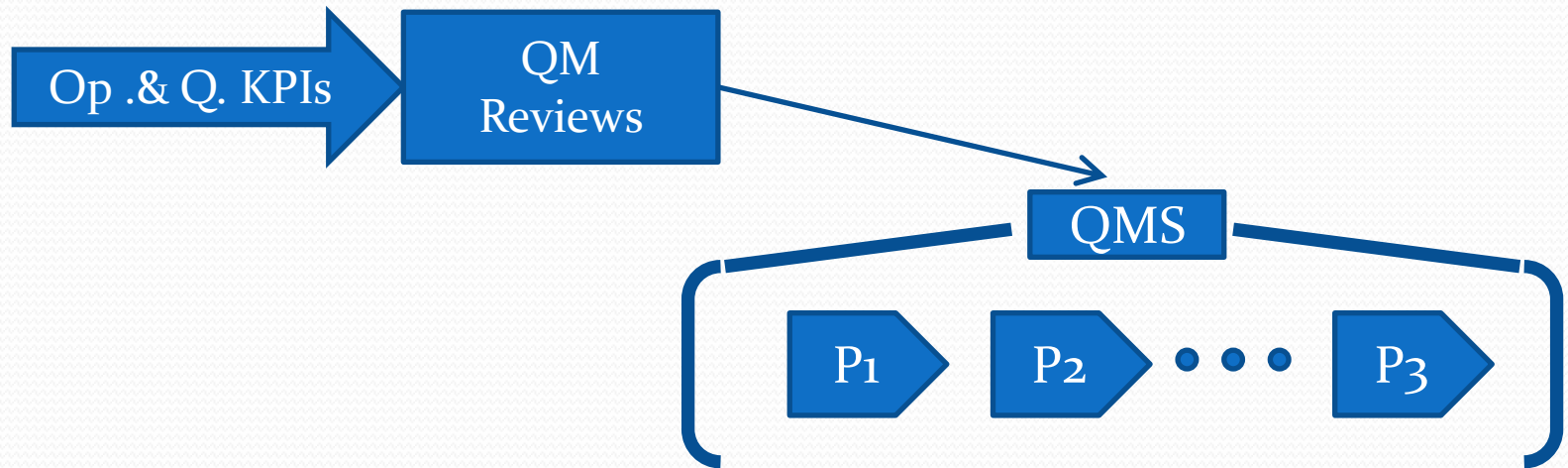
Interrelations Between Systems

- Strategic KPIs when measured will influence strategic reviews and possibly strategic goals and plans (& further the quality goals & processes).



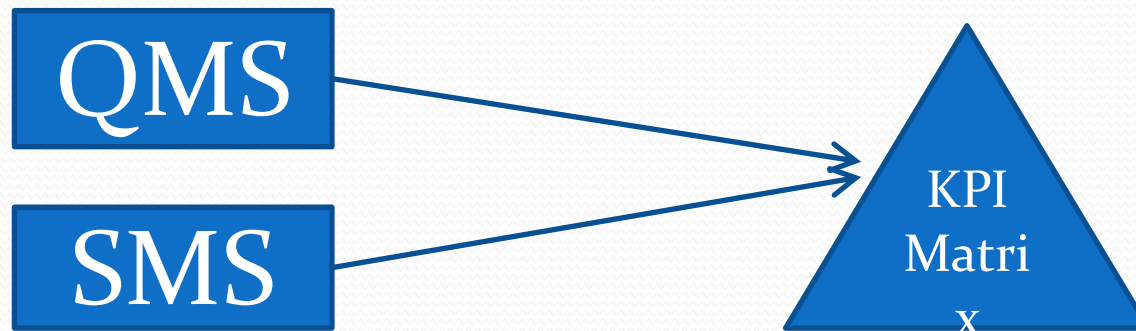
Interrelations Between Systems

- Operational & quality KPIs measured by the PMS could also influence QM reviews at both system and process levels



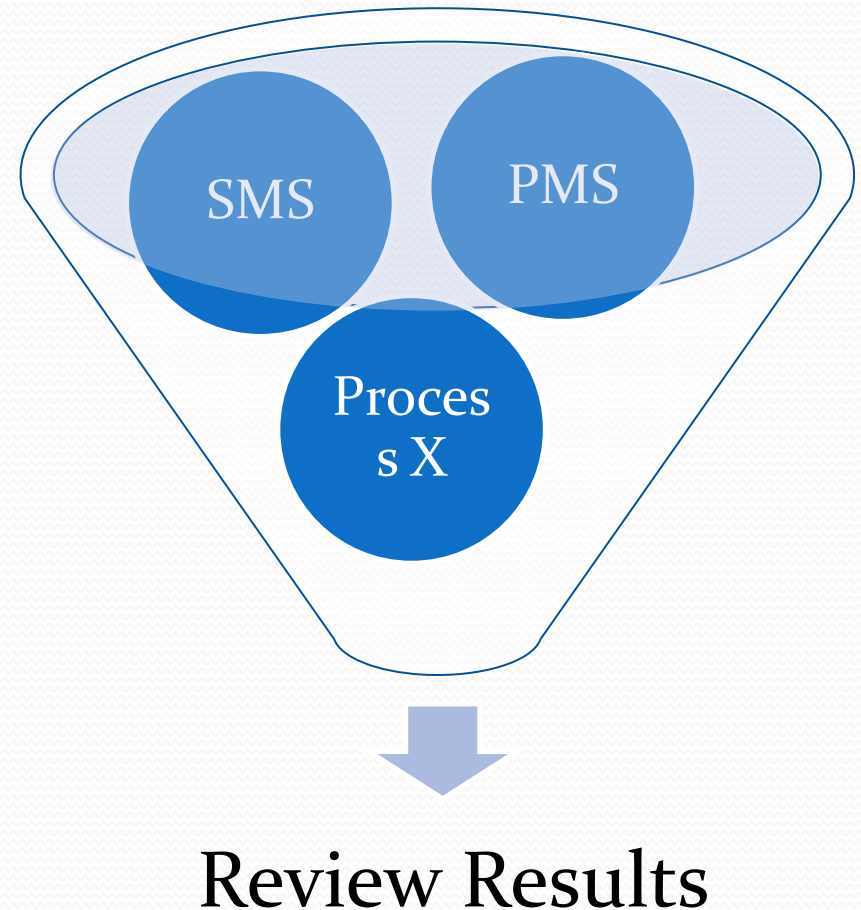
Interrelations Between Systems

- Changes to strategic goals & plans, and/or quality goals & processes could result in changes to the choice and structure of KPIs in the PMS.



Interrelations Between Systems

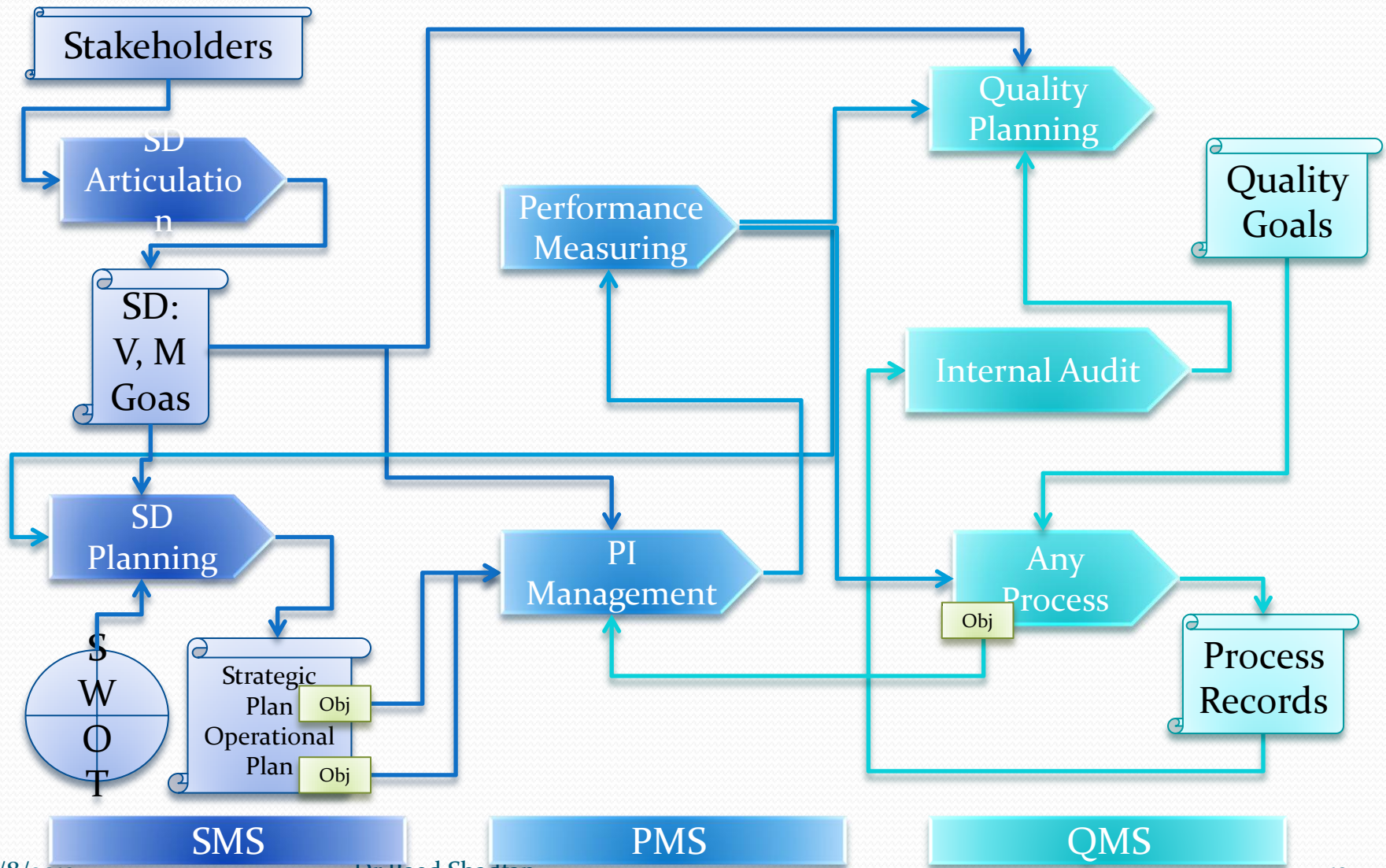
- QMS, during internal audits, will also audit both the performance and the strategic management systems to ensure adherence to implementation procedures.



Interrelations Between Systems

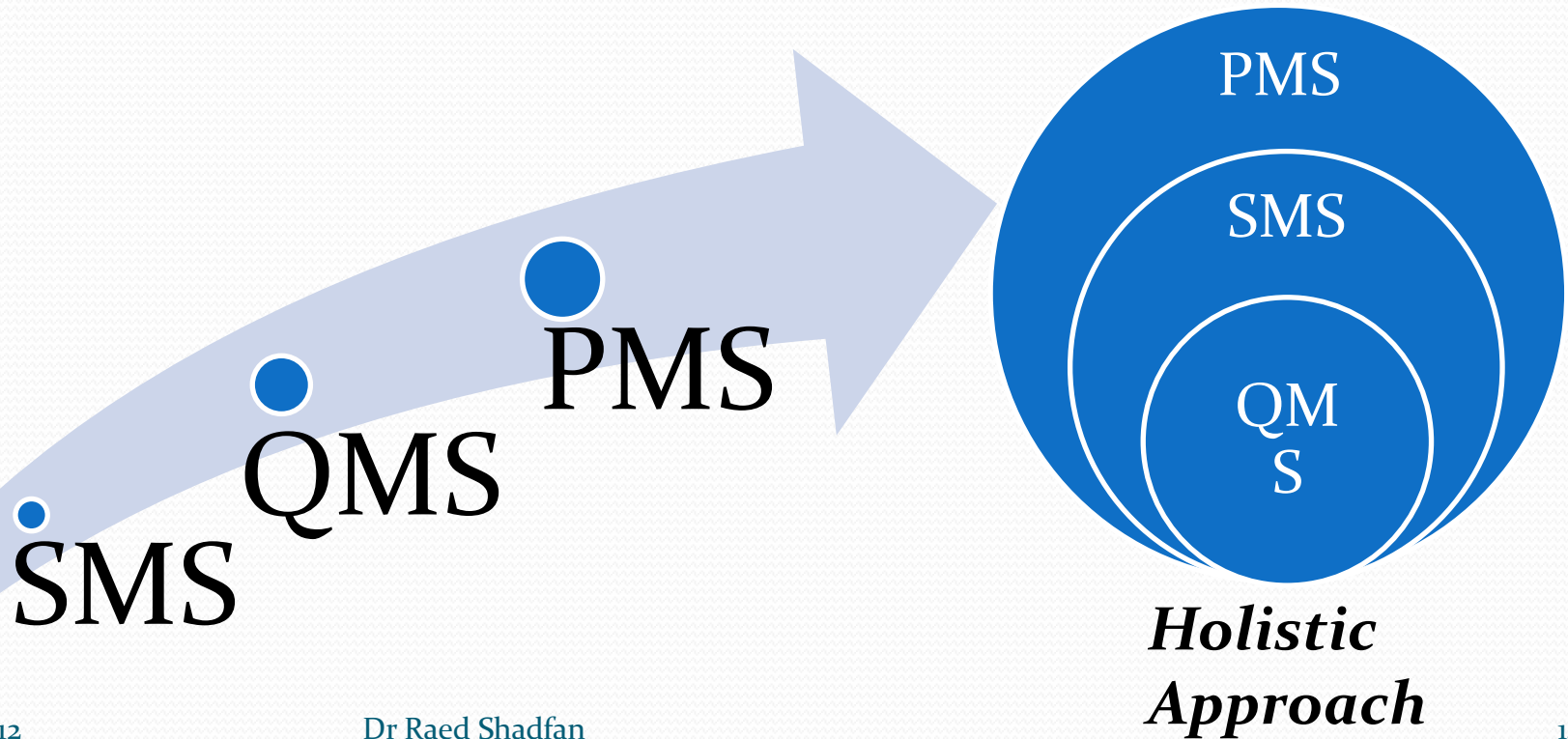
- So there is a high degree of interrelation and inter-communication between the three systems.
- These interlinks between the systems are vital and should be looked at as processes or sub-processes embedded within the QMS to ensure their continuous operation

Interrelations Between Goals



Holistic Approach

- The three systems and their cross-relationships can be viewed as a one whole solution designated as a *holistic approach* towards QA in HE.



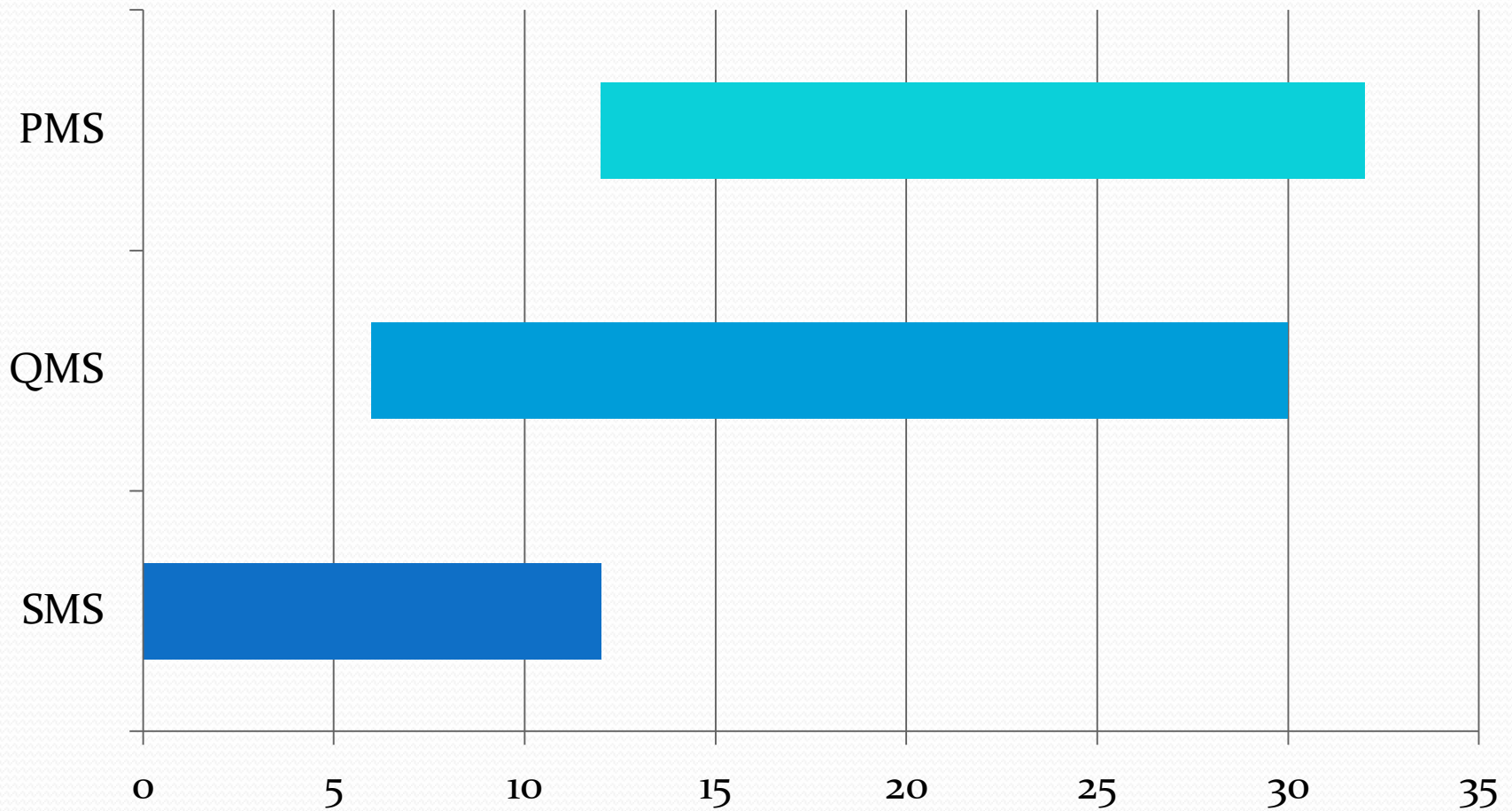
Possible Road Map

- Deploying 3 systems and their interrelationships:
 - Where do I start?
 - Which system comes first?
 - Do I need to attempt the 3 system simultaneously?

Possible Road Map

- Recommendations:
 - Start with SMS.
 - Once Strategic goals are set, start with QMS.
 - Once QMS process structure is set, make SMS as a process inside QMS.
 - Once the strategic plan is approved and some processes have been designed, start with PMS.
 - Make PMS as a process inside QMS and link PMS to the other 2 systems.

Possible Time Line



Steps in Building SMS

- Assemble your strategic planning team.
- Identify and develop a viable strategic direction: vision, mission, goal, and values that will reflect the expectations of its stakeholders (research & brainstorming).
- Investigate the strategic environments through conducting SWOT analysis (possibly coupled with McKinsey 7S Framework, PEST or Porter's 5F model).
- Determine the best strategy to achieve goals with the available resources and capabilities.
- Design a long term (typically 5 years) strategic plan with SMART objectives that would help the university to achieve its goals and bring it closer to fulfill its vision, mission and values.

Steps in Building SMS

- Prioritize the strategic plan into yearly objectives and draw up yearly operational plans (with SMART objectives).
- Communicate plans to all levels so as to ensure its proper implementation.
- Make planning a process to ensure continuous planning, measuring and reviewing at orderly cycles (institutionalize planning).
- Link plans' objectives to the PMS by identifying appropriate strategic maps and KPIs.
- Set up appropriate management entity that overlooks the planning process and ensures its alignment with the strategic direction of the university.

Steps in Building QMS

- Assemble your quality planning team.
- Identify the system internal and external references:
 - Internal references could include the university SD, policies, bylaws, benchmarks...etc.
 - External references could include accreditation criteria, MoHE laws, UK-QAA guidelines, ISO standards...etc.
- Develop quality goals, plans, policies, ...etc.
- Identify the system scope: the set of processes that need to be implemented in order to fulfill the system quality goals . Scope should include:
 - All operational , support and management processes.
 - QM processes such as document control and record retention, communication and action management, internal audit and reviews.

Steps in Building QMS

- Build the QA organizational structure :
 - Central QA unit .
 - Needed management entities for each process defined in the scope (process owners).
- Design the processes to include:
 - Process plan by specifying process references & benchmarks, quality goals, aims, objectives (SMART), inputs, outputs and outcomes.
 - Process procedures.
 - Process documentation and records.
 - Process measuring methods.
- Build the system documentation such as quality manuals, management manuals, procedural manuals, forms and logs, system records and technical handbooks.

Steps in Building QMS

- Implement the processes according to the process plan and build the system records.
- Perform the periodical internal-audits to establish the degree of system compliance to the procedures and conformance to references.
- Measure the process performance against planned outcomes using the PMS.
- Hold review meetings to discuss results and initiate corrective/preventive/enhancing actions to the system through the action management system.
- Validate the system by external auditors (such as accrediting agency or/and ISO) and gain accreditation/certifications for the university.

Steps in Building PMS

- Assemble your performance management planning team
- Identify key performance indicators (KPIs) that would reflect:
 - Performance of the university in the strategic, quality and operational domains.
 - External references (external criteria indicators, external benchmarks, ranking indicators ...etc.)
 - Requirements to draft SER and other reports.
- Create appropriate methods to evaluate each KPI (quantitatively or qualitatively).
- Build the PMS model (for example a score-card system) and the system performance matrix.

Steps in Building PMS

- Institute the performance management as a process with procedures that would:
 - Create and measure KPIs at various levels,
 - Communicate results upstream the management ladder and aggregate them,
 - Evaluate the performance matrix,
 - Influence strategic and quality reviews,
 - Downstream actions, resolutions (actions), or operational plans, and
 - Review the effectiveness and appropriateness of KPIs and revise them when necessary.
- Establish the PM unit (e.g. IRO) with specified goals and objectives.

Conclusions

- The analogy showed that the accreditation requirements can be met using three components, namely: QMS, SMS, PMS, and the interlink between them.
- The three systems when properly designed and interlinked offer a holistic strategy to implement the QA project in higher education institutions.

Conclusions

- This holistic strategy presents an appropriate balance between system-driven and outcome-driven approaches.
- The proposed solution is capable of:
 - meeting the accreditation requirements with a good degree of sustainability,
 - Attainment of international benchmarks
 - Attainment of the institutional strategic goals and objectives.
- A possible road map to attempt the QA project using this holistic approach was presented.



Thank You