



European Commission

**TEMPUS**

# ECBAC project

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# Quality framework



# Organisational development in education in an uncertain period and conditions

**Let's start now, optimizing structures**

- in an imperfect environment
- in imperfect conditions
- with a shortage of money
- with imperfect, but motivated people
- to prepare for the future
- and being ready for integration in Europe and into the World tomorrow

# Main components of our Quality Framework

**1. Mission statement**

**2. Values**

**3. Vision**

**4. Key processes**

**5. Strategic aims**

**Giving procedures**

**6. Operational goals**

**7. Action plans**

**Giving instructions**

**8. Quality indicators**

<b>Mission :</b>	tells the world why it needs your organisation
<b>Values:</b>	the ethical values that will drive your action
<b>Vision:</b>	you say what you think to do in the coming three to five years
<b>Key processes:</b>	the main processes according to your mission statement
<b>Strategic aims:</b>	you say how you think to reach your aims; go from SWOT analysis to priorities to strategy maps
<b>Operational goals:</b>	tell us exactly which goals you are going to pursue
<b>Action plans:</b>	Corporate plan - Academic plan - Resource plan - Operating plan - School and directorate business plans



# Quality framework

Academy, services, study  
programmes, ....

[http://humanresources.about.com/cs/  
strategicplanning1/a/strategicplan.ht  
m](http://humanresources.about.com/cs/strategicplanning1/a/strategicplan.htm)

# The components of a quality framework

1 **Mission**

2 Key Processes

3 Attitudes and behaviors

4 Vision

5 Strategic objectives

6 Operational objectives



# 1 Mission

The mission statement should reflect the reasons for existence of the academy : the service.

In defining the mission it's also good to specify the **focus on the customer** as clearly as possible.

A mission expresses what must be done to consistently meet the customer expectations.

# 1 Mission

## 1.1 QUESTIONS

1.1.1 Why exists the academy,  
service, ... ?

1.1.2 Who are our customers? What  
can they expect from us?

Note: there are also internal customers

1.1.3 Which activities pursues the  
service? For which customers?

# 1 Mission

1.2 TODO: SUMMARIZE THE ANSWERS TO PREVIOUS QUESTIONS IN A FEW KEY PHRASES.

## 1.3 NOTE

It is obvious that a mission can both, in a few lines can be summarized as pages can fill. Both versions are common.

We prefer a few pithy sentences then notwithstanding the danger that one lapse in generalities. With a longer text the strength of the core will be lost.

# 1 Mission

Some final remarks:

- important for profiling and differentiation
- preparation requires reflection and consensus
- basis for screening
- it can take up to six months and more to get it right

# The components of a quality framework

- 1 Mission
- 2 **Key Processes**
- 3 Attitudes and behaviors
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## 2 Key Processes

A process is defined as a series of changes (= transformations), which act on something (= input) so that a modified form (= Output) occurs.



Key processes are all processes that primarily contribute to the concretization of the mission.

## 2 KeyProcesses

We mention some important core processes:

- Develop curricula;
- Provide education / training;
- Maintain and activate international contacts;
- Organise symposia;
- Execute research for others;
- Expanding social services for students;
- Ensure the placement of graduates;
- Continuously expanding a (media)library;
- Infrastructure management;



# 2 Key Processes

## 2.1 QUESTIONS

2.1.1 What are the main key processes the academy / service is providing?

2.1.2 TASK: DESCRIBE FOR EACH PROCESS IN BRIEF: INPUT, TRANSFORM, OUTPUT



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# 3 Attitudes and behaviors

The experienced fundamental values in the institution are described in the mission of the academy / service.

Here we discuss the resulting attitudes and behaviors related to interpersonal relationships in the academy /service.

They give an idea of the academy /service culture and the environment.

On the one hand, it's about feeling, thinking and behavior of individuals and on the other hand on tasks, behaviors and ethics.



# 3 Attitudes and behaviors

- Serviceability of heads of services and management;
- Responsibility;
- Customer-friendly;
- Learn from own mistakes;
- Learn from others;
- Admit their own errors;
- Accept mistakes of others;
- Communicative;
- Willingness to work in group;
- Willingness to listen;
- Appreciate performance of others;
- Be open for change;
- Confirm each other;
- Open to otherness, dissenters, ...;



# 3 Attitudes and behaviors

## 3.1 QUESTIONS

3.1.1 How would you describe the attitude of staff necessary to fully contribute to the smooth functioning of the academy / service?

3.1.2 How would you describe the necessary attitude of staff to colleagues?

3.1.3 How would you describe the necessary attitude of staff towards students?

## 3 Attitudes and behaviors

3.1.4 How would you describe the necessary attitude of staff to third parties (work field, visitors, ...)?

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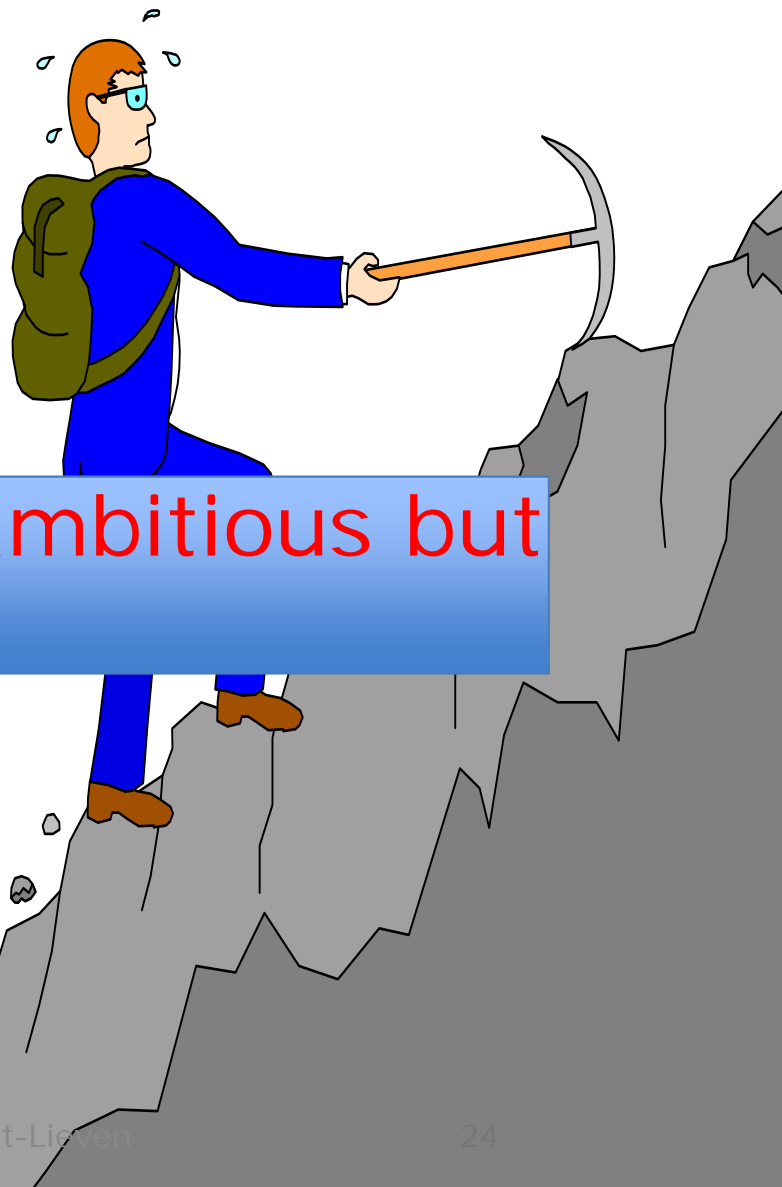
## 4 Vision

In a vision we define the improved academy / service and this in medium term.

A vision expresses what supplementary can be defined in life to satisfy existing customers even better or to attract new customers to offer services.

A vision is expected not to be too vague, clearly positive, realistically achievable, implies a clear challenge to give direction to initiatives, improves the image of the service and can release actions and enthusiasm among employees.

# 4 Vision



A vision should be ambitious but achievable!



# 4 Vision

## 4.1 QUESTIONS ANSWERED WITH EXAMPLES

4.1.1 To where the academy / service wants to go to?

4.1.2 What will the academy / service reach within 5 years?

4.1.3 Are we expanding our activities or target groups or do we study them more thoroughly?



## 4 Vision

4.1.4 What do we change in our approach?

4.1.5 Will we need other qualifications?

# The components of a quality framework

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- 5 **Strategic objectives**
- 6 Operational objectives

# 5 strategic objectives

From what precedes follows the desirability to formulate specific targets which support the mission and help realize the vision. It is useful to search and to identify the differences between the reality and the desired situation. The points with the largest discrepancies are the most appropriate strategic objectives.

# 5 strategic objectives

## 5.1 QUESTIONS ANSWERED WITH EXAMPLES

5.1.1 Evaluate the list of key processes that were established under section 2 - what benefits should be stored and if so, how? - which weaknesses are given special attention?

5.1.2 Which activities and / or characteristics of the academy / service (at least 3 and up to 5) would be priority in the coming years to see improvement?

# 5 strategic objectives

5.1.3 Describe the desired improvements qualitatively and / or quantitatively, so that the proposals are feasible.

5.1.4 Which innovations (new initiatives) are desirable and feasible?

# 5 strategic objectives

## 5.2 TODO

5.2.1 Write down the strategic objectives (based on previous questions and tasks of 5.1.1 to 5.1.4)

5.2.2 Write the previous objectives on a measurable and a verifiable way.

# The components of a quality framework

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# 6 Operational objectives

To meet the strategic goals we work out the operational objectives.

Then action plans

- Thanks
- Questions