Makerere University Experience with EFQM Model for Quality Improvement

By

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"We ourselves feel like what we are doing is like a drop in the ocean but the ocean would be less without that missing drop" Mother Theresa of Culcata

Outline

- Commitment to quality
- New Realities
- EDULINK Project
- EFQM
- 3D Assessment
- Results
- Lessons learnt

Longstanding Commitment to Quality

- Student selection and admission processes
- Staff recruitment and promotion process
- Students performance – Assessment processes
- External Examination and feedback
- Procurement processes
- Council, Senate and other governing structures
- Students Guild and representations

New Realities

- Phenomenal growth in size and complexity: student population 35,000, staff, units and programs
- Creation of National Council for Higher Education
- Stakeholders increased demand for accountability
- Creation of other universities
- International ratings/ranking, e.g. Webmetrics
- Globalization of education

Appropriate Response

- Systematize Quality Assurance processes
- Quality Assurance Policy
- Quality Assurance Directorate
- New University Strategic Plan
- Unit Quality Improvement Workshops
- Carnegie QA Project 2006
- I”Mak 2007
- Afriq’ Units Project
- Sida Sarec – Yet to start

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Afriq' Units Project

- QA culture in Universities in EA
- Makerere University
- Moi University
- Muzumbe University
- University of Alicante
- 4 Workshops

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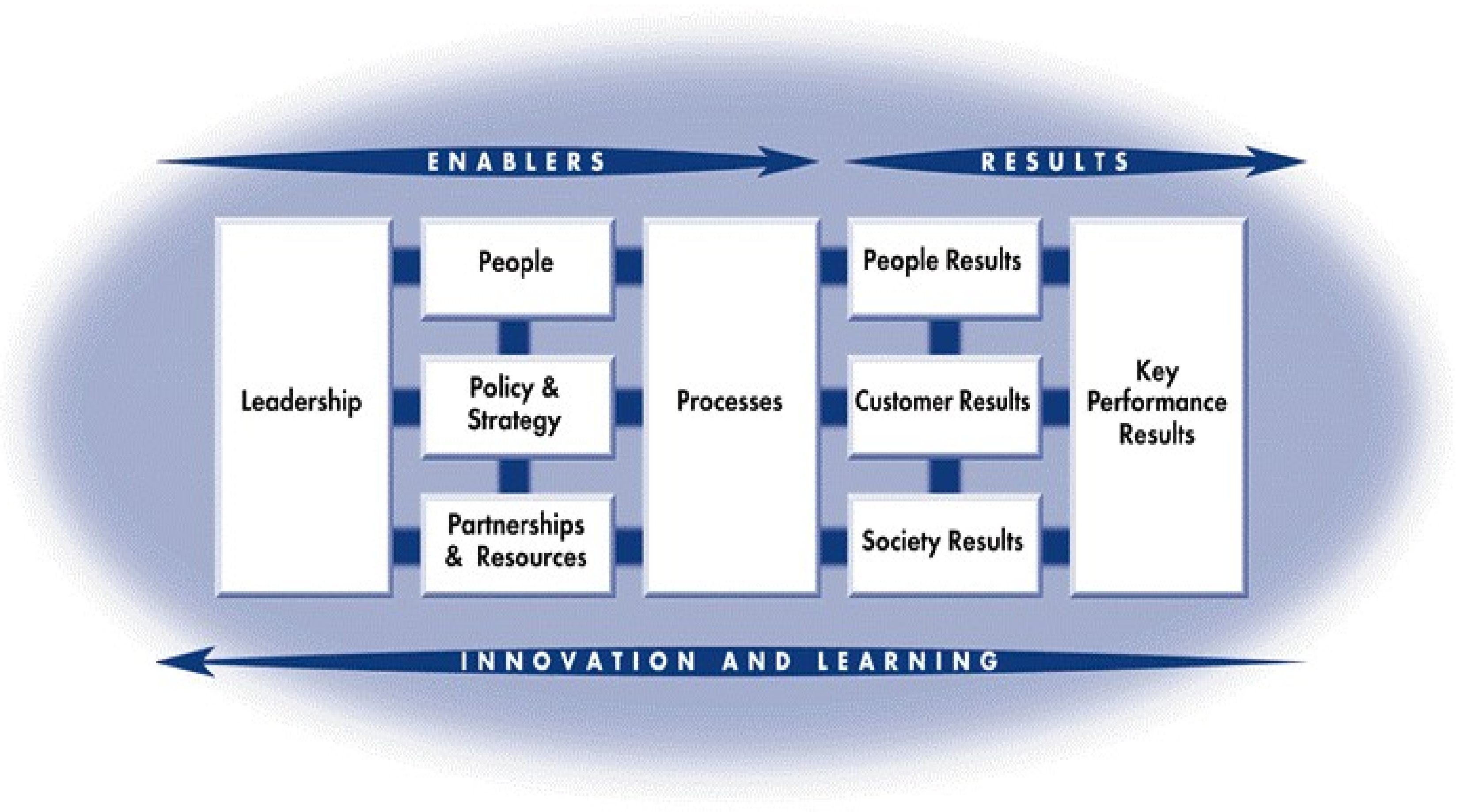
ENABLERS
RESULTS
Leadership
People
Policy & Strategy
Partnerships & Resources
Processes
People Results
Customer Results
Society Results
Key Performance Results
INNOVATION AND LEARNING

3 Dimensional Self-Assessment

- Diagnosis (Self- Assessment):
  - –Self-Assessment Questionnaire based on EFQM Model
  - –Employee Satisfaction Questionnaire
  - –User Satisfaction Questionnaire

Methodology

- **Units:**
  1. Human Resources Directorate
  2. Academic Registrar’s Department
  3. Finance
- **Administering**
  - Distributed
  - Workshop style:
  - Sensitized about QA Policy
  - Policy Highlights
  - Importance of evaluation of services
  - Interpretation of EFQM Module questions
  - Lead through and on the spot completion
- **Data Analysis**

Results – HRD

1. **Leadership** – All items need improvement
2. **Policy and strategy** – All need improvement
3. **People** – 1 & 2 strong; rest need improvement
4. **Partnership and Resources** – 4 strong; rest need improvement
5. **Processes** – 2 & 3 strong; rest need improvement

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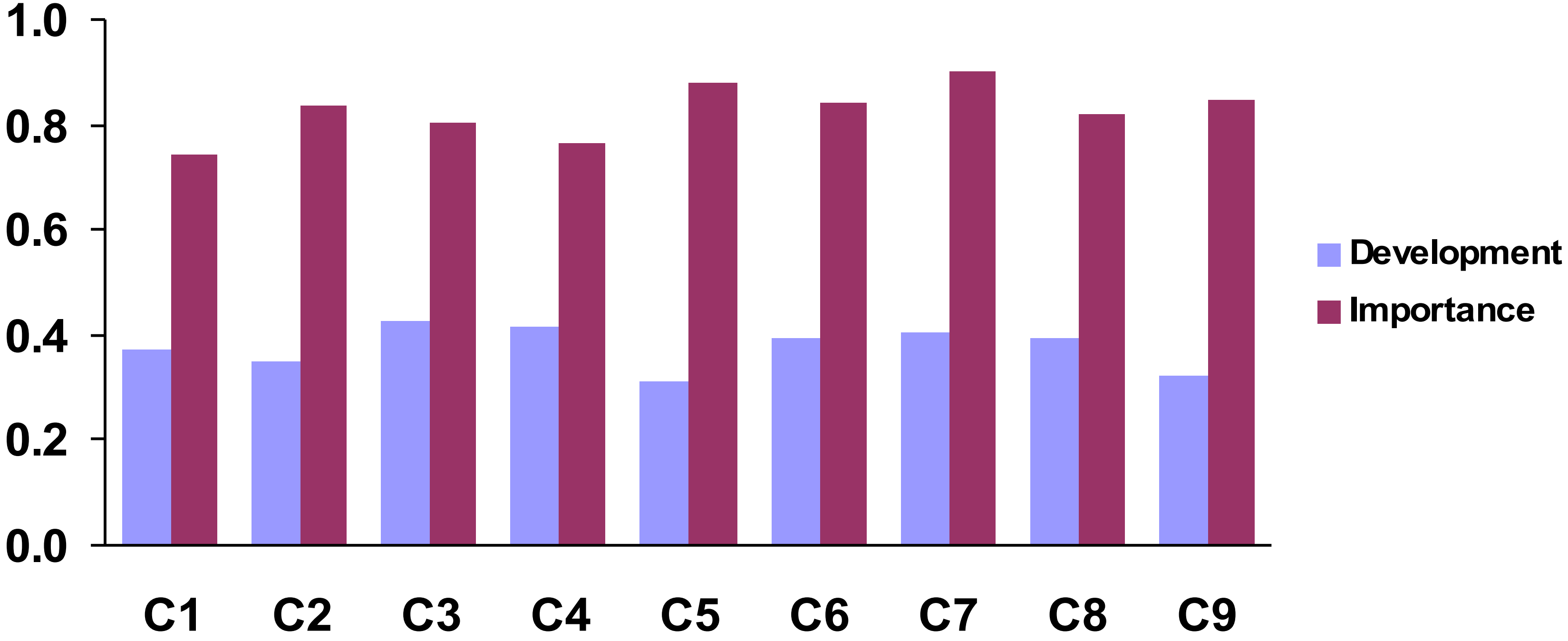
Results – HRD

6. **Customer results** – 3 strong; rest need improvement
7. **People Results** – 2 & 3 strong; rest need improvement
8. **Society Results** – 1 strong; rest need improvement
9. **Key Performance Results** – All need improvement

Average by Criteria HRD



Results – HRD

- Employee Satisfaction – **12 out of 19** above (3) average satisfaction
- User satisfaction – **5 out of 10** above (3) average satisfaction

IMPROVEMENT PLAN - HRD

IMPROVEMENT ACTIONS	TASKS TO DEVELOP	RESPONSIBLE FOR THE DEVELOPMENT	Starting –Ending date	Resources needed	Indicator of progress
LEADERSHIP Staff/Management dialogue	• Informal meetings Initiate group working tea/lunches at Divisional and Directorate level Picnics	Division Managers	monthly	Snacks, people	• Increased interaction between staff and Management • Reduction of rumour mongering • Fewer can plan about appraisal
	• Annual Staff Retreat	Secretary Director's Office	20^{th} – 23^{rd} June	Shs. 15 million	
	• Conduct Regular meetings	Division Managers rotating	monthly		
Rewards Setting	• Set up Performance Management Committees to evaluate performance and rewards	Performance Manager		Paper flipchart 4 people Time	• Better presentation of Human Resources issues from Heads and staff • Better exchange of ideas • Amicable settlement of Human Resources issues
Faculty Visits by Directorate of Human Resources	Faculty visits programme	Director	1^{st} July to 30^{th} July		

IMPROVEMENT PLAN - HRD

POLICY & STATEGY **Collect data,** **Analyse it, action** **Planning and Budgeting**	• Recruit Senior Organizational Development Officer • Ensure key result areas cover this aspect • Conduct Regular Meetings. • Implement decision made	Director Human Resources		• Salary for Officer • Computer • Office • Stationery	• Atleast ¾ of Budget financially supported • Staff recruited • Directorate of Human Resources's data collected and anlysed
Evaluation of collaborators impact	• Identify collaborators of the University. • Study Previous reports from collaborators • Prepare action plan • Implement action plan	Director and Manager Organisational Development	June – August 2010	Computer Stationery	Lessons learnt from collaborations implemented

IMPROVEMENT PLAN - HRD

Stakeholders participation	• Identify stakeholders • Develop a system to seek stakeholders views • Develop key performance indicators	Manager Staff Development			
Capturing users' views	• Analyse views • Conduct user satisfaction survey once a year • Introduce users' suggestion Box • Develop a tool to assess the levels of user satisfaction. • Users' Forum	Senior Performance Officer	Sept – Oct 2010	Computer Stationery	Users say their issues have been handled to their satisfaction

IMPROVEMENT PLAN - HRD

CUSTOMER RESULTS **Provide information & Create awareness**	• Develop fliers and Brochures • Post information on intranet/website • Update information regularly • Bill boards at the entrance of the Directorate where offices are indicated/located	• Senior Performance Officer	March	Shs.1.5 million IT Information Officer	• People going to exact offices where they are seeking information • People not getting lost in the building
PEOPLE RESULTS **Evaluation of Employees satisfaction**	**Regular meetings** • Division – monthly meetings • Management meetings – monthly • Directorate's General meetings – quarterly • Implement decisions of meetings • Conduct yearly survey	Performance Manager Secretary Directorate Administrator	October	Stationery Tea	• Reports from Heads & individuals

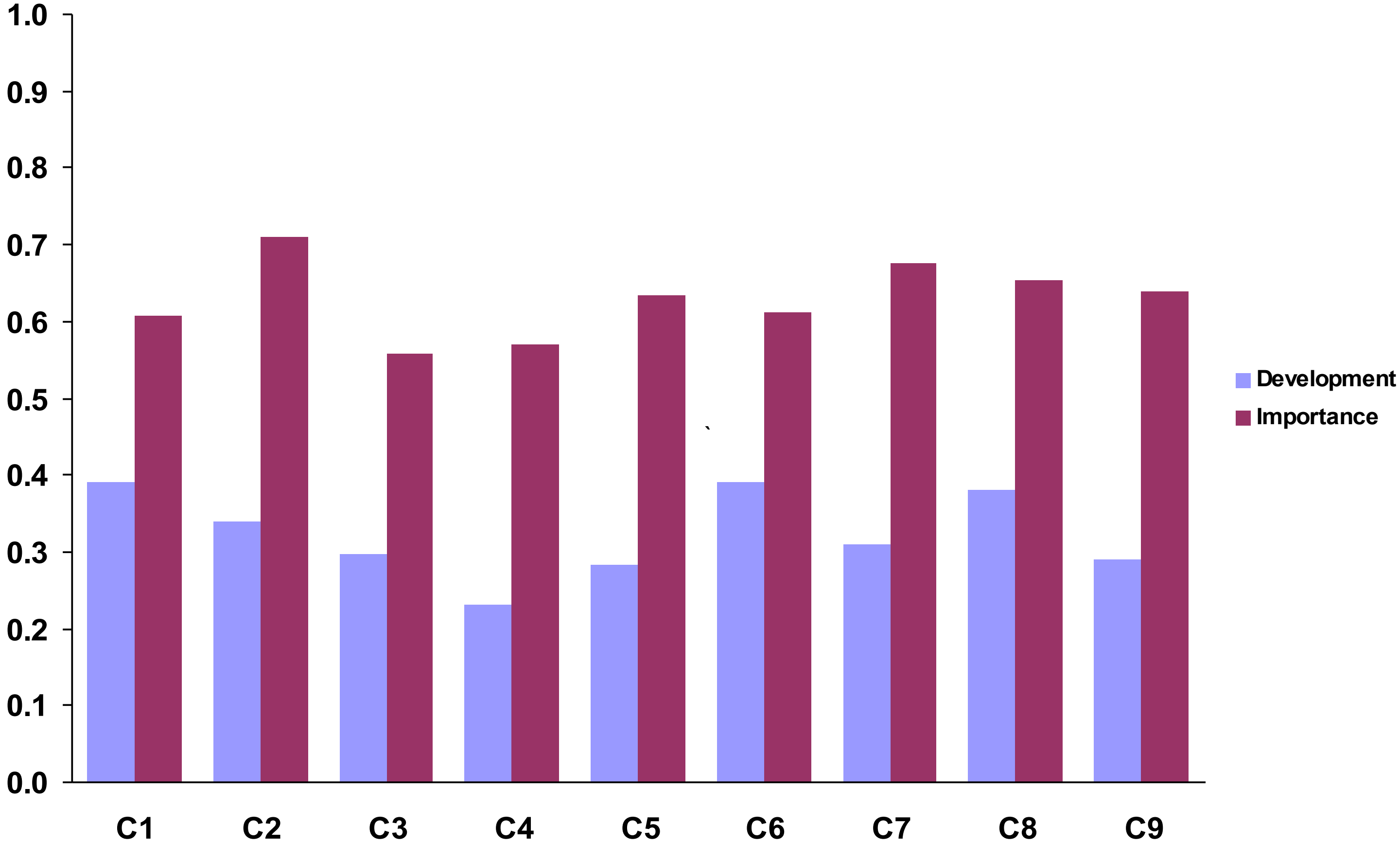
Results – UAR

1. **Leadership** – 3 strong; rest need improvement
2. **Policy and strategy** – 3 strong; rest need improvement
3. **People** – 1 strong; rest need improvement
4. **Partnership and Resources** – All need improvement
5. **Processes** – All need improvement

Results – UAR

6. **Customer results** – 6 & 7 strong; rest need improvement
7. **People Results** – All need improvement
8. **Society Results** – 1 & 5 strong; rest need improvement
9. **Key Performance Results** – All need improvement

Average by Criteria UAR



Results – UAR

- Employee Satisfaction – **15 out of 19** above (3) average satisfaction
- User satisfaction – **Not yet done (students on holiday)**

IMPROVEMENT PLAN - UAR

IMPROVEMENT ACTIONS	TASKS TO DEVELOP	RESPONSIBLE FOR THE DEVELOPMENT	Starting-Ending date	Resources needed	Indicator of progress
Identification of necessary changes	Organising meetings and workshops with clients/students, management and external stakeholders to elicit their views	Head of the Unit and Resty Naiga	15th Feb	Stationery and funds for the workshops	Changes identified and adopted
Identification of key factors for the units success	Identifying targets to achieve and the facilities required to achieve the identified targets , funds and human resource	Head of the unit and Resty Naiga	15th Feb	Human resource	Evaluation reports Time frame Ability to meet the targets Clients feed back

IMPROVEMENT PLAN - UAR

Estimating financial resources for the unit	• Developing the unit budget • Identifying sources of the budget • Financing the budget • Managing the budget	Head of the unit	1st march	Stationery and human resource	Unit budget Sources of funding Audit reports Ability to fund the unit activities
Identification of processes necessary for the development and participation of stakeholders	• Developing a website fro clients and external stakeholders to express their views • Designing and posting stakeholders questionnaire on the website • Analysing the information given on the website • Sponsoring a media programme for stakeholders on radio and television • Organising workshops and meetings with stakeholders	Head of the unit and university management		Funds, human resource, stationery	Website Level of participation Analysis reports Workshop reports and meeting minutes

IMPROVEMENT PLAN - UAR

Identification of indicators for users' satisfaction	• Designing a questionnaire for users • Analysing the questionnaire responses	Head of the unit and Resty Naiga		stationery	Analysis reports
Evaluation of the employees work in the unit	Designing appraisal tool	Head of the unit		stationery	Appraisal tool

Results – Finance

1. **Leadership** – 1 strong; others need improvement
2. **Policy and strategy** – All need improvement
3. **People** – 1 strong; rest need improvement
4. **Partnership and Resources** – All need improvement
5. **Processes** – 1 & 3 strong; rest need improvement

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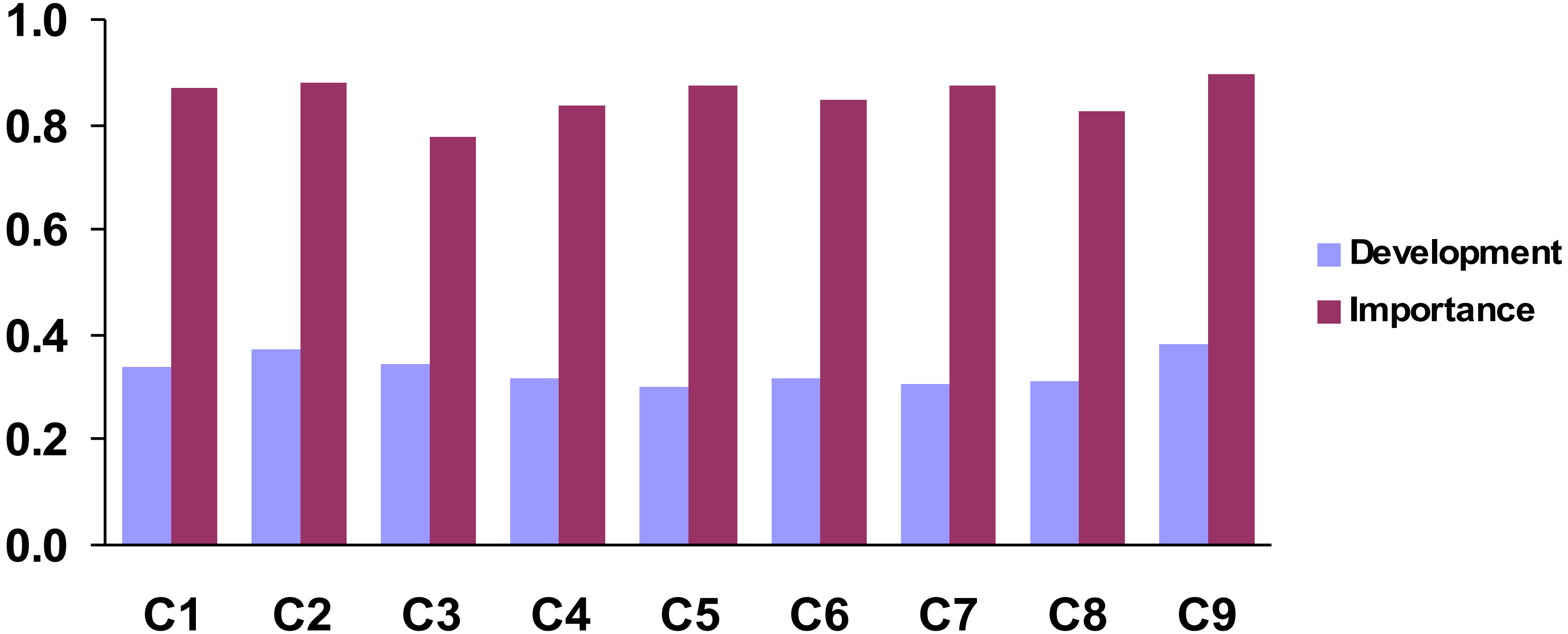
Results – Finance

6. **Customer results** – All need improvement
7. **People Results** – 1 strong; rest need improvement
8. **Society Results** – 2 strong; rest need improvement
9. **Key Performance Results** – 7 & 8 strong; others need improvement

Average by Criteria - FINANCE



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Results – Finance

- Employee Satisfaction – **12 out of 19** above (3) average satisfaction
- User satisfaction – **5 out of 10** above (3) average satisfaction

IMPROVEMENT PLAN - FINANCE

IMPROVEMENT ACTIONS	TASKS TO DEVELOP	RESPONSIBLE FOR THE DEVELOPMENT	Starting-Ending date	Resources needed	Indicator of progress
LEADERSHIP Identification of necessary changes Benchmarking Recognition of staff who excel in performance Unit Evaluation	Organising meetings and workshops between staff and management, and meetings with external stakeholders to elicit their views Visit other Institutions and Organizations to learn new ways of embracing financial management. Hold workshop Management, Rep. Finance Committee, Staff Representatives to develop mechanisms for reward of excellent performance Provision of job description that clearly stipulate tasks Evaluation of services through staff, stakeholders etc and take action on results and provide feed back to all parties	Bursar, Heads of the Unit s Bursar's office Bursar, Heads of sections Heads of Sections Bursar, Heads of Sections	15th Feb 2010 Aug 2010 February 2010 February 2010 April, 2010	Funds for w/shops	Implementation of proposed changes Lessons learnt shared with colleagues & implemented as appropriate Reward criteria put in and implementation programme circulated Job description for various categories of staff developed. Better understanding of individual staff roles & improved performance. Evaluation reports, feed back and action on proposed changes

IMPROVEMENT PLAN - FINANCE

POLICY & STRATEGY Review of Policy & Strategy	▪ Consult key stakeholders to review financial policies and develop strategies for improvement ▪ Analyze External & Internal Auditor's Report, Review Minutes ▪ Avail Strategic Plan to senior and intermediate members of staff in the Dept ▪ Regular seminars on service improvement ▪ Sensitize all stakeholders in the entire University on the changes in financial procedures	Bursar, U.S., Heads of Units Heads of Sections Section Heads Bursar & Management Team Deputy Bursar/PRO	March 2010 Feb 2010 February 2010 April, 2010 April, 2010	Financial Resources Stationery Funds Financial resources to conduct seminars and engaging consultants	Reports on Reviewed Policies and improved level of participation of stakeholders Analysis Reports & Action reports. Improved service delivery Provision of copies of strategic plan; improved level of participation of staff Improved awareness of staff about Finance Dept business & appreciation of quality service delivery Dissemination of reports, smooth flow of processes, information on website

IMPROVEMENT PLAN - FINANCE

PEOPLE Skills Development Improve communication flow between staff and management	Carry out a needs assessment for skills development Train Staff for skills development Arrange for sectional and departmental meetings Post information on website Revamp the Public Relations Desk for the Finance Department	Deputy Bursar/HRD Bursar/ Section Heads PRO Finance Dept Bursar/Heads of Sections	March 2010-July 2010 February 2010 February, 2010 February, 2010		No. of persons trained. Improved service delivery (positive comments by users) Response/reaction/suggestion reports through e-mail Positive reports on Improved relationship between staff& Mgmt; Mgmt/staff/stakeholders.

IMPROVEMENT PLAN - FINANCE

PARTNERSHIP & RESOURCES Collaboration with key stakeholders	Dialogue with key stakeholders (students, suppliers, MOE, IGG MIN OF FINANCE etc) through workshop to identify areas that need improvement Provision of Financial information on website Creation of a Research Desk for information gathering from stakeholders and action	Bursar PRO, Finance Dept Deputy Bursar/PRO	April 2010 Feb. 2010 March	Funds to coordinate meetings	Improved attitude towards Finance Dept. Action on Improvement plans Improved awareness by stakeholders of Makerere Financial system Quick response to complaints and action

IMPROVEMENT PLAN - FINANCE

PROCESSES **Review of all financial processes**	▪ Evaluate performance of processes (payment of fees, claims for payment, auditing etc ▪ Improve processes based on evaluation results ▪ Set performance indicators that are time phased ▪ Communicate to all stakeholders processes for fees payment, presentation of claims, inquiries. ▪ Communicate to all stakeholders of changes in the processes management ▪ Review the finis system to ensure that its objectives are fulfilled.	Bursar/Sectional Heads Bursar/Sectional Heads PRO, Fin. Dept PRO, Fin. Dept FINIS Committee/Sectional Heads	Feb 2010 May 2010 March 2010 Feb 2010 Feb 2010 March 2010		Improved management processes with reduced bureaucracy Performance indicators developed ; Improved performance by staff Dissemination reports, information on website, reduced levels of errors in process formalities, & reduced levels of enquiries Review Reports available & Action plan implemented

IMPROVEMENT PLAN - FINANCE

CUSTOMER RESULTS ▪ Assessment of User satisfaction level ▪ Evaluation of communication between users and employees ▪ Provision of Prompt response to complaints ▪ Publicise Department Activities ▪ Development of User's satisfaction indicators	Evaluation of service delivery by users institutionalized Develop and implement mechanisms for evaluation of communication between users and employees Develop mechanism for receiving and taking action on complaints Provide student financial requirements and processes on website Section heads to develop user's satisfaction indicators for various categories of users	Bursar/Sectional Heads Bursar/Sectional Heads Sectional Heads Sectional Heads	March 2010 April, 2010 February 2010 February 2010 April, 2010		Evaluation reports & action on areas that need improvement Public Relations Seminars provided. Proactive responses by staff towards users Suggestion Box put in place. Quick response to address complaints User satisfaction indicators developed and system developed for review and action on results taken as appropriate.

IMPROVEMENT PLAN - FINANCE

PEOPLE RESULTS ▪ Assessment of the relationship between employees ▪ Assessment of relationship between management and staff ▪ Provision of adequate resources for performance improvement ▪ Evaluation of employees' satisfaction ▪ Appreciate & adopt (where appropriate) employee suggestions for improvement**.**	Organise internal meetings to brainstorm on factors affecting employees Streamline reporting structure for effective communication Carry out needs assessment for resources & include in budget Institute system of evaluation of employee satisfaction Hold sectional meetings and forward resolutions to Bursar	Bursar Management Team, Finance Dept. Bursar, Sectional Heads Bursar, Sectional Heads Sectional Heads			Improved reporting system put in place & effective information dissemination Required resources included in budget and allocation of funds based on priority list of resources Promotion of staff Recognition of best performance staff Mechanisms for brainstorming on challenges with staff in place. Work as a team to develop strategies for improvement

IMPROVEMENT PLAN - FINANCE

SOCIETY RESULTS ▪ Strengthen collaboration between similar units of other Universities ▪ Recycling of used materials ▪ Provision of special support services to the disabled ▪ Participation in Society activities	Develop linkages with other Universities & endeavour to get ideas on solving challenges Revamp the recycling policy to cater for waste paper, toner, garbage etc. Introduce a desk for disabled on ground floor Institute committee to coordinate corporate social responsibility	Administrator, Bursar's Office, PRO Administrator, Bursar's Office BURSAR/PRO/Dean of Students Deputy Bursar, PRO	Immediately May 2010 March 2010 July, 2010	Personnel Funds	Share lessons learnt with section heads & adopt as appropriate. Positive comments about change System for recycling paper & garbage operational zed Participation in voluntary work, e.g. environment protection, support to the needy, blood donation & Improved perception by stakeholders, public, donors
KEPY PERFORMANCE RESULTS ▪ Measurement of Key indicators ▪ Ensure coherence between budgetary control and Dept. objectives	Set up Committee to evaluate key indicators Ensure Budget Committee evaluates performance against Dept. objectives	Bursar/Sectional Heads Budget Committee/	March 2010 February 2010		Identification of aspects that need improvement in order to achieve key indicators Improved budget performance

Lessons Learned

3. DEMING (PDCA) CYCLE

PLAN - identify problems faced, plan solution

DO changes on a small scale first to test whether they will work

ACT to get the greatest benefit from changes: Implement on a large scale if successful

CHECK to see if changes are working: achieving desired improvements

PDCA 1

- **Plan** – Self-Assessment
- **Do** – Implement Self Assessment in 3 Units
- **Check** – Participation, Importance, Practice, Employee and User satisfaction
- **Act** – Develop Quality Improvement Plans

PDCA 2

- **Plan** – Develop Quality Improvement Plans
- **Do** – Implement QIP in a few aspects
- **Check** – Improvement based on indicators
- **Act** – Implement QIP in all aspects

Continuous Quality Improvement

PDCA 3

- **Plan** – Self-Assessment &QIPs
- **Do** – Implement Self Assessment and QIPs in 3 Units
- **Check** – Impact on quality in participating units
- **Act** – Apply Self- Assessment and QIPs in all units in the University

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Quality Improvement Workshops Already Underway

Thank You for Your Kind Attention